



Partners in Healthcare Revenue Enhancement



HHR Mission & Overview

Why Horizon Healthcare RCM

Our **Mission** is to provide revenue enhancing Outsourcing programs to healthcare providers while maintaining the highest standards in positive patient/guarantor/payer relations.

Our **Vision** is to continually strive for excellence in the services we provide our clients while creating a right action revenue sharing working environment for employees.







Horizon Healthcare RCM Overview

HHR is a healthcare-specific, accounts receivables management (ARM) organization.

HHR was established in June 2005.

> All operations are based in the United States.

HHR is founded upon a principled, mutually beneficial, Right-Action business philosophy.

HHR's Management Team has 70+ years combined healthcare revenue cycle experience.





About HHR's Operation

100% of HHR's project work is focused on providing a *full-service line of healthcare-specific, ARM programs to improve cash flow* for both large and small, for-profit and non-profit, independently owned and operated providers and facilities, as well as religiousbased healthcare delivery networks.







Seasoned Revenue Cycle Chief Operating Officer at the Operations Helm

For over 35 years, Sandy Szczerbowski, a founding partner of HHR and Chief Operating Officer, has specialized in Healthcare Revenue Cycle Management (**RCM**). Before launching HHR, Sandy was the Revenue Cycle Director for Ancilla System Hospitals, which includes St. Mary Medical Center and St. Catherine Hospital in Northwest Indiana. Sandy will utilize her extensive healthcare revenue cycle experience to oversee your hospital system's RCM operation.







Organizational Overview

- HHR's team is very experienced in providing healthcare RCM services for many different types of hospital systems, medical specialties and healthcare organizations.
- HHR's operation is *proficient* in a variety of billing and practice management systems, EHR's and clearing houses. This includes both HB and PB versions of Epic.
- HHR's self-developed, proprietary reporting tools create prioritized work efficiencies and result in increased revenue for our clients.
- HHR's analytical resources and reporting tools are available to our clients as an added-value service as to provide consultative feedback.
- HHR is committed to creating mutually beneficial business partnerships and producing optimal revenue for our clients by utilizing a shared-risk fee structure.





A Few of HHR's Client Partners

Ascension Health
Bon Secours Health System
Ensemble Health Partners
Franciscan Alliance
Methodist Hospitals







Revenue-sharing-based Staffing Environment

- ➢ In order to incentivize our revenue cycle team to chase every dollar as if it was their own, HHR has integrated earning incentives for all staffing, management, and partners to strategically maximize collection results within each of our RCM collection programs.
- Revenue-sharing with the team is determined by production benchmarks, which are set to maximize collections for each and every account placed with HHR.
- We believe our revenue-sharing strategy is one of the main drivers behind HHR's consistent revenue collection results.





In Summary

- HHR has developed *comprehensive* policies and procedures aimed to enhance organizational *efficiency*, employee production and client *satisfaction*.
- ➢ In order to exceed client expectations, HHR continually tracks the performance of our internal business model.
- HHR's operation and reputation is built upon the principles of fair practices and ethical conduct of our employees.
- HHR's reputation for integrity and excellence is the defining characteristic of our organization; therefore a keen focus will be placed on your company's/organization's priorities, goals and mission.







HHR Programs

Horizon Healthcare RCM Revenue Cycle Management Programs

Early Out Extended Business Office (EO-EBO): Self-pay accounts

Insurance Follow Up (Pre-collect):

- Denials management
- Aged AR Follow-up

System Conversions: Legacy A/R wind down projects

The Lazarus Program: Review of insurance accounts that have been adjusted off the client's A/R

Day-one Coding & Billing: Hospitals & physicians

Pre-services – Financial Clearance: Benefits, Eligibility, Prior authorizations, etc.





Early Out – Extended Business Office (EO-EBO) & Self-Pay

- Your organization can outsource Early Out (EO) and Balance-after-Insurance (BAI) Self-pay accounts at an early aging point.
- HHR will provide all account scoring and skip tracing data, as well as identify bankrupt and deceased patients within 24 hours. *All data will be delivered to* your organization *for import back into your system*.
- HHR will assign an experienced, dedicated collections team to your organization's accounts. Customer Service Representatives will work closely and compassionately with patients to obtain payment, establish payment arrangements, identify missing or unbilled insurances, and provide contact information for financial assistance, charity, among other EO-EBO services.
- HHR will work your organization's self-pay accounts as an EO-EBO program on a contingency fee. Accounts will be retained for a specific length of time (TBD) before being returned for placement to bad debt.
- Monthly analytical reporting will be provided to your organization, which will offer greater visibility into the self-pay environment.





EO-EBO & Self-Pay

Horizon Healthcare RCM (HHR) will provide your organization with *a customized*, *comprehensive Early Out Program that will improve self-pay recoveries and reduce wasteful spending* under an all-inclusive turnkey solution.

- HHR's Early Out team utilizes well-defined Early Out processes, which means rapid implementation of the proper program structure and a smooth program ramp-up.
- HHR is experienced and proficient at maximizing Early Out programs and dramatically increasing liquidation. HHR's Early Out program reduce costs to liquidate and helps CBO's to become more efficient and effective.
- HHR's Early Out program will quickly generate more revenue for your organization by developing an effective collections strategy that utilizes advanced dialer technology and experienced, welltrained customer service representatives.







EO-EBO & Self-Pay

- Horizon's EO-EBO call center utilizes TCN as its fully integrated predictive dialing platform.
- TCN is a cloud-based auto dialing system designed to allow scalability and flexibility, while strengthening TCPA and CFPB compliance and enhancing the security of healthcare consumers.
- Features of TCN include:
 - Campaign building based on account scoring methodologies
 - Live dashboards to monitor various metrics (i.e. overall campaign performance, contact rates, hold times, etc.)
 - Custom alerts and notifications (i.e. longer than expected hold times, excessive call durations, extended hold times, etc.)
 - Real-time results applied back to each account
 - Reporting interface that provides both real-time and historical metrics
 - Multilingual messaging options
 - Skills-based call routing
 - Call recording







Accounts Receivable

Early-Out Self-Pay Process



Coverage Discovery

> Horizon uses Experian Health as its coverage discovery partner.

- A file containing self-pay balances over \$500.00 is submitted to Experian daily for scrubbing.
- The results of the scrub are returned to Horizon, and accounts for which active insurance is identified are routed to the Self-pay Insurance Representatives for review.
- The Self pay Insurance Representatives add coverage and submit claims directly through the facility's billing software when applicable.
- Claims are worked in accordance with Horizon's Insurance Follow-up process as outlined by the Insurance Follow-up Overview flow chart.





Insurance Follow Up (Pre-collect)

Benefits of a Denial Management Program

- ➢ For all medical insurance billing, there is significant upside in aggressive, consistent & focused follow up. No matter how proficient a revenue cycle team may be at coding and billing clean claims, insurance companies always find ways to deny claims.
 - ✓ Statistically one in seven claims filed are denied, and that number is on the incline since Covid-19. Providers reported a 23% denial increase in 2020 compared to 2016 and are continuing to see a rise of up to 10% per quarter.¹
- ➤ Due to the many complexities of medical billing, and the daily processing of large numbers of new claims, it is very challenging for a practice's revenue cycle team to allocate the time and resources necessary to properly work the AR, and successfully liquidate aging & unpaid claims.
- It is most important for Practice Staff to concentrate efforts on the crucial front-end revenue cycle processes (registration, insurance verification, prior authorization, etc.), and then getting initial, clean claims billed.
- At a pre-determined account age, all accounts should be automatically outsourced to a competent revenue cycle partner for follow-up work.

^[1] Healthcare Financial Management Association.: "Success in Proactive Denials Management and Prevention." 2021.





Insurance Follow-up (Pre-collect) Program

- Strategically, it is important for Providers to align themselves with a proven healthcare RCM partner that will competently perform time-consuming and labor-intensive follow up work.
 - HHR is known for having a proven insurance follow-up program referred to as Denial Management Insurance Pre-collect. This program yields significantly enhanced revenue for our clients.
 - HHR's insurance follow-up program ensures each claim is thoroughly worked and aggressively followed-up on.
 - *HHR has a strong appeals process.*
 - Providers experience *substantial increases in revenue*.
 - HHR's team of healthcare revenue cycle specialists will increase your revenue, lower your cost-to-collect, and simplify & enhance your revenue cycle operation.





Payer Experience:

Horizon's team of follow-up representatives and certified coders have extensive experience in working with all payer types in all states.



HEALTHCARE RCM



Working Rejected & Denied Claims

- HHR's Denial Management and Legacy AR Teams consist of insurance representatives with extensive backgrounds in professional and facility billing and follow-up for multiple specialties, including urgent care.
- HHR's Coding Department is a supplemental resource that is crucial to the success of insurance programs. Certified coders assist in drafting appeals, proving medical necessity, auditing, etc.

*Note that coding revisions are only initiated upon client approval.

Below are commonly identified root causes:

- ✓ Demographic and financial data errors
- ✓ Denials related to CPT, ICD-10-CM/PCS, revenue code, CCI edits, LCD/NCD
- ✓ Medical necessity
- ✓ Timely filing issues
- ✓ Incorrect insurance billed
- ✓ Evaluation and management overlaps
- ✓ Lack of pre-certification or authorization
- ✓ No claim on file
- ✓ COB information







System Conversions Legacy AR Winddown

- Consolidation of business offices and system conversions are becoming more common in today's Revenue Cycle industry. *HHR is adept and properly resourced to assist organizations during these transitions.*
- HHR has accomplished numerous system conversions, including those for urgent care facilities. Clients can confidently focus on transitioning to new platforms, while having the peace of mind that their legacy AR is being managed to their expectations.
- Reporting, progress updates, and feedback are provided to clients regularly throughout the life of the program.





Denial Management and Legacy AR

Insurance Follow Up Process







Government Payors

- Correct and resubmit claims electronically
- Check Medicare Claim Inquiry Menu for Beneficiary/CWF for eligibility
- Check claim status
- Submit proof of timely filing (if applicable)
- > Appeal dates of services (if applicable)







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Medicaid MCO's

(Managed Care Organizations)

- Work closely with MCO's to develop relationships
- Set up regular meetings to review issues
 - Authorization hold times
 - Untimely response when requesting authorizations
 - Lengthy clean claim turnaround time
 - Inappropriate denials







Account Disposition Report

Disposition Code	Disposition Description	Assigned Count	Assigned Amount	Current Balance
1002	Missing payment	2	\$13,175.00	\$959.00
3002	Unapplied adj-sent to client	459	\$1,595,336.39	\$5,629.64
3004	Incorrect Ins Plan	1	\$11,480.00	\$0.00
3016	No claim on file per ins-RB elec	1	\$194.00	\$0.00
3017	Ins. not showing claim on file-RB paper	2	\$17,179.00	\$17,179.00
3018	Incorrect Ins Billed-Corrected/RB	2	\$254.00	\$60.00
3019	Claim processing/reprocessing	37	\$28,649.51	\$14,747.23
3023	Appealed denied no precert	7	\$20,561.77	\$20,117.77
3024	End Stage Renal - Sent to client	3	\$5,976.91	\$4,411.51
3025	Appealed Incorrect Auth date	3	\$76,998.15	\$6,040.00
3026	Appealed No referral-RB w/MR	3	\$10,038.00	\$9,734.00
3028	Ins. awaiting COB-letter to patient	2	\$1,575.00	\$1,575.00
3030	Policy Term-COB letter to patient	1	\$2,497.00	\$2,436.00
3033	Claim mailed to Ins - paper	1	\$265.00	\$265.00
3040	Denied Overlapping SNF-Billed SNF	5	\$45,751.34	\$0.00
3043	Cirius error - Sent to client	281	\$2,931,011.43	\$2,759,393.65
3044	Outpatient Denied Overlapping w/IP 72 hr rule	2	\$1,534.00	\$0.00
3046	Zero Bal/PIF	2,201	\$8,524,809.48	\$104,581.05
3048	Claim denied Appealed Not Med Nec-RB w/MR	4	\$5,707.00	\$5,477.00
3052	Denied noncovered Procedure	12	\$40,508.58	\$33,206.79
3056	Denied additional DX code needed	37	\$199,398.02	\$115,202.05
3063	incorrect payer-RB correct payer elec	1	\$1,423.00	\$0.00
3076	Waiting on fax from ins	1	\$304.00	\$304.00
3080	Denied MC-RB Correct Ins	23	\$100,866.53	\$10,326.00
3082	Modifier missing	63	\$248,478.80	\$42,058.98
3084	PT AND OT	1	\$329.98	\$329.98
3087	Balance is Patient Resp	5	\$56,448.82	\$304.00
3088	Denied timely no proof of tm filing	14	\$71,041.80	\$0.00
3089	Non-participating Provider	1	\$710.00	\$710.00
3091	Missing/Incomp/Invalid DX	4	\$2,846.00	\$2,846.00
3092	No Claim on file-client to create	3	\$8,713.00	\$5,836.36
3093	Claim to client for rebilling	14	\$44,417.96	\$28,954.01
3097	Return to client-Service SNF HH Hospice	9	\$67,051.26	\$691.00
3098	Claim corrected - released for processing	1,592	\$9,540,288.97	\$5,384,291.87
3100	Orphaned/Other	1	\$2,401.00	\$2,401.00

Account Disposition Report

10/5/2016





The Lazarus Program

- HHR's Lazarus Program specifically addresses previously worked insurance accounts that have been written/adjusted off the A/R.
- The Lazarus Program includes accounts already worked by your revenue cycle team or other agencies.
- HHR's Lazarus Program can go back up to 720 days through the A/R and review "dead" accounts for potential viability. These accounts are "resurrected," and new-found revenue is generated for hospital systems.
- HHR's Lazarus Program can be quickly implemented.







System Conversions

- Consolidation of business offices and system conversions are becoming more common. HHR is properly positioned to assist in business office consolidation and system conversion projects.
- HHR is experienced in helping providers close out legacy systems and transition to new EHR & Revenue Cycle platforms.
- HHR is experienced at implementing special conversion projects to liquidate legacy system A/R's.







Day-one Coding & Billing Hospitals & Physicians

- Horizon utilizes Practice Management software with CMS quality measure reporting capabilities and an industry-leading clearing house for quick, accurate, and secure EDI submissions to over 2,000 payers nationwide. Clients may also opt for Horizon's team to work directly from their own billing systems.
- Clients can directly access comprehensive reports and dashboards with real-time KPI-monitoring capabilities through Horizon's Web Reports Portal.
- Customizable patient letter series are available and includes "soft" collection letters at client's discretion.
- Certified ICD-10 and CPT coders are on hand to provide a variety of services, including selecting appropriate billing codes directly from medical documentation, level of service auditing and provider education, medical necessity assessments, and payer compliance reviews.





Front-end Revenue Cycle Services

- In order to ensure collection from insurance companies & patients after services have been rendered, *front-end revenue cycle processes must be performed consistently*. These processes are the first and most important part of the insurance billing process.
- When tasks at the front-end aren't performed properly, it becomes increasingly difficult to collect on the back-end of the revenue cycle process.
- A strong front-end operation allows providers to experience a significant increase in recoveries from the back-end of the revenue cycle.
- HHR is set-up to assist providers with front-end revenue cycle services, such as insurance verification, registration and preauthorization.
- Since no commissionable revenue is generated through front-end revenue cycle services, these programs are billed at our "Cost-plus Management" fee structure.





Quality Assurance

HHR's team members are an integral part of each program's success. Organizing the most qualified group of representatives is a key component of HHR's strategy in maximizing client revenue. Below are just a few methods utilized by HHR to guarantee client satisfaction and optimal performance.

- All staff is subject to monthly quality assurance audits that ensure representatives:
 - ✓ Follow policy and procedure
 - ✓ Maintain knowledge and skill sets
 - Understand federal and local rules and regulations pertinent to their duties
 - ✓ Meet client goals and expectations
- Staff production is monitored in real time using interactive management dashboards and advanced reporting tools.
- HIPAA and Security and Compliance Training is completed annually by all staff.
- Continuing education opportunities are afforded regularly.







HHR Approach & Reporting

Fully Integrated Solutions

- ➢ HHR proposes an approach to fully integrate with your organization's EHR and billing/practice management solutions. Being a technology-based operation affords HHR the ability to engage seamlessly in transparent representation while integrating business operations with your organization. From this point forward, our staffing and project management resources will perform all revenue cycle services as if we are working onsite in your business office.
- Access to medical records allows us to check billing & coding against patient notes to ensure accuracy and maximum reimbursement for services rendered. HHR performs all of these time-consuming, albeit necessary tasks, while keeping your staff's revenue cycle-related workload to a bare minimum. The result is higher, faster and more consistent reimbursement.
- Our approach ensures continuity of data and allows for seamless updates to your practice management system's billing and notes fields. *Real-time* reports can be run by your organization's administration without splintering informational resources and databases.
- Arrangements for the training of our team will be one of HHR's first priorities to go live with your Day-one revenue cycle operation.





Industry-Leading Informational Reporting & Consultative Feedback

- HHR has a vendor partnership with BridgeWorks, LLC, an industry leader in ARM/RCM consulting, analytics and reporting. Together, we've built a number of reporting methodologies that will provide your company/organization with detailed insight into business operations.
- HHR will assist in developing Key Performance Indicators (KPI's) for your company/organization and will regularly provide custom-tailored, informational reporting, in conjunction with consultative feedback.
- HHR's dedicated System's Analyst and expert report writer will provide customized reports specifically tailored to meet your company's/organization's needs.
- HHR's robust web reporting solution allows your company's/organization's administrators to run reports based on critical criteria, such as aging dates, locations, CPT and diagnosis codes, balances, payers, etc.





Industry-Leading Informational Reporting & Consultative Feedback

Below is a short list of reporting metrics that can be provided for your company/organization.

- ✓ Inventory reconciliations
- ✓ Liquidation and recovery reports
- ✓ Status and disposition reports
- ✓ Trends identified
- ✓ Missing contractual adjustments
- ✓ Patient responsibility balances
- ✓ Corrected claims
- ✓ Appeals
- ✓ Resubmissions
- ✓ Collector and agency production
- ✓ Placement activity
- ✓ Recovery metrics
- ✓ Dialer activity
- ✓ Scoring and account viability
- ✓ Bankruptcy and deceased scrubbing
- ✓ Address corrections
- ✓ Presumptive charity scoring





HHR's Proprietary

Informational Reporting

- ➢ HHR realizes that the primary focus of medical organizations is increasing revenue and improving cash flow. From experience, HHR knows that once revenue and cash flow are strong, *it is important for administrators to be able to decipher the information behind the data with solid informational reporting.*
- HHR has self-developed proprietary reporting software that gives us the ability to create informational reporting tools to help you understand the numbers and your business.

Included are different exhibits of reporting capabilities:

- Exhibit 1 Monthly Liquidation and Fee Summary
- Exhibit II Transaction Detail Report
- Exhibit III Inventory Liquidation Report by Place Month
- Exhibit IV Net Placements and Recovery Chart
- Exhibit V Average Account Age at Placement by Month
- Exhibit VI Dollars Recovered by Age of Placements
- Exhibit VII Active Inventory by Placed Month
- **Exhibit VIII** Inventory Liquidation Report by Placed Month
- Exhibit IX- Performance Summary by Score
- Exhibit X Root Cause Analysis




Exhibit I

Monthly Liquidation and Fee Summary

Provides a single page batch tracked snapshot for gross placements, administrative recalls, posted adjustments, accounts timed out and removed from agency, total collections and liquidation/recovery rate. The current month's activity section provides a summary of recoveries and fees and is used for invoicing purposes.







Exhibit II

Transaction Detail Report

Provides a detailed transaction listing for all postings for the current month.

110	DITA	N		Samp	ole Client Al	3C			Saturd	ay, February	3, 2018
110	NILU			Tran	saction Repo	ort					
FINANCI	AL MANAGEME	NT		Ja	nuary 2018						
Client	Trans Date	Patient Name	Account	Patient Num	Asgn Amt	Balance	Paid Client	Paid HFM	Adj	Comm	Net Pm
CREDIT C	HARITY AD	JUSTMENT - 423			1.00						
EO_ABC	02/02/2018	Sample Patient Name	14611933	11172820122	\$532.00	\$0.00	\$0.00	\$0.00	\$1,596.00	\$0.00	\$0.0
EO_ABC	02/02/2018	Sample Patient Name	14611949	11172820308	\$708.50	50,00	\$0.00	\$0.00	\$2,125.50	\$0.00	\$0.0
EO_ABC	02/02/2018	Sample Patient Name	14611929	11172820086	\$4,238.06	\$0,00	\$0.00	\$0,00	\$12,714.17	\$0.00	\$0.0
EO_ABC	02/02/2018	Sample Patient Name	14403472	11172360417	\$540.74	\$0.00	\$0.00	\$0.00	(\$340.74)	\$0.00	\$0.0
EO_ABC	02/02/2018	Sample Patient Name	14374189	11172020423	\$216,25	\$141.98	\$0,00	\$0.00	\$648.75	\$0.00	\$0.0
EO_ABC	02/02/2018	Sample Patient Name	14611951	11172820346	\$474.50	\$0,00	\$0.00	\$0.00	\$1,423.50	\$0.00	\$0.0
EO_ABC	02/02/2018	Sample Patient Name	14525209	11173020139	\$1,160,75	\$178.70	\$0,00	\$0.00	\$3,482.25	\$0.00	\$0.0
EO_ABC	02/02/2018	Sample Patient Name	14611113	11172220353	\$1,663.50	\$3,184.02	\$0.00	\$0.00	\$4,990.50	\$0.00	\$0.0
EO_ABC	02/02/2018	Sample Patient Name	14611935	11172820123	\$504.25	\$0,00	\$0.00	\$0.00	\$1,512.75	\$0.00	\$0.
EO ABC	02/02/2018	Sample Patient Name	14611955	11172820449	\$463.50	\$0,00	\$0.00	\$0.00	\$1,390,50	\$0.00	\$0.
EO ABC	02/02/2018	Sample Patient Name	14374251	11172470058	\$345.75	\$0.00	\$0.00	\$0.00	\$1,037.25	\$0.00	\$0.
EO_ABC	02/02/2018	Sample Patient Name	14611941	11172820176	\$1,237.00	\$0.00	\$0.00	\$0.00	\$3,711.00	\$0.00	\$0.
EO_ABC	02/02/2018	Sample Patient Name	14611931	11172820102	\$1,211.00	\$0.00	50.00	\$0.00	\$3,633.00	\$0.00	\$0.
EO ABC	02/02/2018	Sample Patient Name	14611957	11172820465	\$802.25	\$0.00	\$0.00	\$0.00	\$2,406.75	\$0.00	\$0.
EO ABC	02/02/2018	Sample Patient Name	14611969	11172820530	\$216.25	\$0.00	\$0.00	\$0.00	\$648.75	\$0.00	\$0.
EO_ABC	02/02/2018	Sample Patient Name	14611939	11172820159	\$788.58	\$0.00	\$0.00	\$0.00	\$2,365.72	\$0.00	\$0.
EO ABC	02/02/2018	Sample Patient Name	14611961	11172820500	\$414.75	50.00	\$0.00	\$0.00	\$1,244.25	\$0.00	\$0.
EO ABC	02/02/2018	Sample Patient Name	14611967	11172820521	\$510.25	\$0.00	\$0.00	\$0.00	\$1,530.75	\$0.00	\$0.
EO ABC	02/02/2018	Sample Patient Name	14611947	11172820283	\$1,346.25	\$0.00	\$0.00	\$0.00	\$4,038.75	\$0.00	\$0.)
EO ABC	02/02/2018	Sample Patient Name	14600437	11172710052	\$857.00	\$214.25	50.00	\$0.00	(\$642.75)	\$0.00	\$0.
EO ABC	02/02/2018	Sample Patient Name	14611921	11172820026	\$2,598.81	50.00	\$0.00	\$0.00	\$7,796.41	\$0.00	\$0.
EO ABC	02/02/2018	Sample Patient Name	14611915	11172810184	\$577.75	\$0.00	\$0.00	\$0.00	\$1,733.25	\$0.00	\$0.
EO_ABC	02/02/2018	Sample Patient Name	14611923	11172820027	\$622.25	\$0.00	\$0.00	\$0.00	\$1,866.75	\$0.00	\$0.
					Tr	ans Totals:	\$0.00	\$0.00	\$60,913.06	\$0.00	\$0.
CREDIT I	NSURANCE .	ADJUSTMENT HFM - 407									
EO ABC	02/02/2018	Sample Patient Name	14611933	11172820122	\$532.00	50,00	\$0.00	\$0.00	(\$2,128.00)	\$0.00	\$0.
EO_ABC	02/02/2018	Sample Patient Name	14611949	11172820308	\$708.50	\$0.00	50.00	\$0.00	(\$2,834.00)	\$0.00	\$0.
EO ABC	02/02/2018	Sample Patient Name	14611929	11172820086	\$4,238.06	\$0.00	\$0.00	\$0.00	(\$16,952.23)	\$0.00	\$0.
EO_ABC	02/02/2018	Sample Patient Name	14374189	11172020423	\$216.25	\$141.98	\$0.00	\$0.00	(\$723.02)	\$0.00	\$0.
EO ABC	02/02/2018	Sample Patient Name	14611951	11172820346	\$474.50	\$0.00	50.00	\$0.00	(\$1,895.00)	\$0.00	\$0.
EO_ABC	02/02/2018	Sample Patient Name		11173020139	\$1,160.75	\$178.70	\$0.00	\$0,00	(\$4,464.30)	\$0.00	\$0.
Samala Clima	ABC - Transactio	n Ranort									





Exhibit III

Inventory Liquidation Report by Placed Month

Illustrates batch tracked monthly summaries for gross placements, average account age, administrative recalls, posted adjustments, accounts timed out and removed from agency, active inventory, total collections and liquidation/recovery rate.

	DI	70 M				Sample	Client ABC						
-110		LUIT	-		Liqu	idation Repo	ort by Placed 1	Month				3/2/2018	04:18:PN
FINANO	TAL MA	NAGEMENT			2								
Month	Age	Gross #	Gross \$	Adjustments \$ F	lecalled #	Recalled S	Net Placed \$ 1	ime Out ≓	Time Out \$	Active #	Active \$	Collections \$	Liq %
Jan 2016	- 99	1,571	\$1,310,272	\$142,710.16	270	\$326,258	\$1,126,725	1,200	\$976,513		\$0	\$150,211	13.33%
Feb 2016	100	1,341	\$1,135,488	\$230,279,48	239	\$384,702	\$981,066	1,006	\$856,445	0	\$0	\$124,621	12.709
Mar 2016	107	1,780	\$1,809,151	\$125,974.22	271	\$335,477	\$1,599,648	1,335	\$1,466,559	1	\$74	\$133,015	8.329
Apr 2016	101	1,806	\$1,789,034	\$660,308.69	303	\$981,362	\$1,467,980	1,334	\$1,292,960	3	\$3,629	\$171,391	11.689
May 2016	- 95	1,719	\$1,880,411	\$227,473.67	267	\$610,508	\$1,497,376	1,280	\$1,342,570	0	\$0	\$154,806	10.349
Jun 2016	-93	1,892	\$1,628,000	\$101,920.57	249	\$255,816	\$1,474,104	1,416	\$1,342,308	1.1	\$211	\$131,585	8.939
Jul 2016	96	1,855	\$1,844,195	\$211,844.15	221	\$480,670	\$1,575,369	1,374	\$1,310,396	4	\$1,554	\$263,419	16.729
Aug 2016	100	1,451	\$1,375,517	\$28,601.87	157	\$184,790	\$1,219,329	1,043	\$1,114,528	5	\$2,447	\$102,354	8.399
Sep 2016	107	1,953	\$2,040,942	(\$37,812.84)	273	\$410,996	\$1,592,134	1,377	\$1,321,067	12	\$5,590	\$265,477	16.67
Oct 2016	105	1,880	\$1,818,942	\$66,325.85	256	\$214,395	\$1,670,872	1,264	\$1,414,440	6	\$3,099	\$253,334	15.169
Nov 2016	93	1,783	\$1,782,305	(\$166,849.57)	160	\$158,450	\$1,457,006	1,238	\$1,241,875	10	\$8,427	\$206,704	14.195
Dec 2016	110	2,101	\$1,502,130	(\$33,266.45)	227	\$86,439	\$1,382,425	1,322	\$1,150,764		\$11,311	\$220,349	15.949
Jan 2017	102	1,693	\$1,363,340	(\$204,422.80)	158	\$78,979	\$1,079,938	991	\$906,339	12	\$11,841	\$161,757	14.989
Feb 2017	102	1,517	\$1,293,047	\$13,759.56	164	\$125,798	\$1,181,009	879	\$1,029,747	12	\$13,650	\$137,612	11.659
Mar 2017	103	1,746	\$1,591,499	(\$337,253.89)	211	\$124,824	\$1,129,421	1,026	\$928,037	12	\$12,534	\$188,850	16.725
Apr 2017	- 95	1,736	\$1,737,503	(\$345,117.05)	262	\$115,984	\$1,276,402	1,028	\$1,092,109	30	\$25,883	\$158,410	12.419
May 2017	97	1,841	\$2,047,773	(\$240,246.74)	196	\$368,871	\$1,438,655	1,097	\$1,203,176	19	\$22,697	\$212,783	14,799
Jun 2017	101	691	\$611,986	(\$24,494.12)	69	\$85,898	\$501,594	407	\$427,318	11	\$10,738	\$63,539	12.675
Jul 2017	118	2,868	\$2,877,845	(\$572,528.75)	107	\$296,948	\$2,008,369	1,631	\$1,548,010	49	\$66,193	\$394,166	19.639
Aug 2017	110	1,799	\$1,618,311	{\$196,180.61}	89	\$332,095	\$1,090,035	1,059	\$900,311	52	\$45,937	\$143,788	13.199
Sep 2017	99	1,490	\$1,392,513	(\$312,327.66)	55	\$169,842	\$910,343	890	\$725,343	91	\$72,316	\$112,685	12.385
Oct 2017	104	1,577	\$1,496,368	(\$501,896.13)	46	\$66,036	\$928,435	499	\$480,110	482	\$341,830	\$106,496	11.475
Nov 2017	107	1,389	\$1,204,567	(\$115,420.22)	33	\$107,009	\$982,137	125	\$113,623	389	\$796,367	\$72,147	7.355
Dec 2017	110	1,531	\$1,364,668	(\$3,185.04)	29	\$49,640	\$1,311,842	7	\$104,050	1,255	\$1,098,969	\$108,823	8.309
Jan 2018	115	4,076	\$4,220,969	(\$200,163.05)	109	\$56,586	\$3,964,220	2	\$7,856	3,659	\$3,881,688	\$74,675	1.889
Feb 2018	-99	208	\$162,330	\$0.00	0	\$0	\$162,330	0	50	208	\$162,330	\$0	0.009
Totals:	104	45,294	\$42,899,106	(\$1,481,966.79)	4,421	\$6,408,374	\$35,008,766	24,830	\$24,296,454	6,835	\$6,599,315	\$4,112,997	11.759





Exhibit IV

Net Placements and Recovery Chart

Illustrates the recoveries for each month's placement batch tracked to the original placed date.







Exhibit V

Average Account Age at Placement by Month

Illustrates the average age of placed account from date of service to the date assigned to the agency, for each batch of monthly placements.







Exhibit VI

Dollars Recovered by Age of Placement

Illustrates the total recoveries based on the age of the account from date of service to date placed with agency.







Exhibit VII

Active Inventory by Placed Month

Illustrates the current active inventory for each month's placements.

-		Ac	tive Inven	tory by Plac	ed Month			
\$4,200,000								
\$3,900,000								
\$3,600,000 -								
\$3,300,000								
\$3,000,000								
\$2,700,000								
\$2,400,000								
\$2,100,000								
\$1,800,000								
\$1,500,000								
\$1,200,000								
\$900,000								
\$600,000								
\$300,000								
\$0								
January 2016	April 2016	July 2016	October 2016	January 2017 Active Inventory	April 2017	July 2017	October 2017	January 2018





Exhibit VIII

Inventory Liquidation Report by Placed Month

Illustrates batch tracked monthly summaries by score for gross placements, average account age, administrative recalls, posted adjustments, accounts timed out and removed from agency, active inventory, total collections and liquidation/recovery rate.

	LOW	_		Liquidation		Client ABC Placed Mont	h and Score			2/2/2018	04:18 PM
					Janu	ary 2016					
Score	Avg Age	Gross #	Gross \$	Adjustments \$	Recalled #	Recalled \$	Net Placed \$	Time Out #	Time Out \$	Collections \$	Liq %
Experian 1	377	1	\$2,000.00	\$0.00	0	\$0.00	\$2,000.00	0	\$0.00	\$2,000.00	100.00%
Experian 2	149	288	\$236,616.76	\$9,349.14	125	\$49,207.45	\$196,758.45	144	\$113,104.27	\$83,654.18	42.52%
Experian 3	99	575	\$397,969.07	\$35,091.74	107	\$68,457.87	\$364,602.94	432	\$310,455.10	\$54,147.84	14.85%
Experian 4	81	361	\$366,850.91	\$89,731.13	25	\$184,590.90	\$271,991.14	306	\$265,023.28	\$6,967.86	2.56%
Experian 5	78	346	\$306,835.17	\$8,538.15	13	\$24,001.33	\$291,371.99	318	\$287,930.47	\$3,441.52	1.18%
	99	1,571	\$1,310,271.91	\$142,710.16	270	\$326,257.55	\$1,126,724.52	1,200	\$976,513.12	\$150,211.40	13.33%
					Febru	ary 2016					
Score	Avg Age	Gross #	Gross \$	Adjustments \$	Recalled #	Recalled \$	Net Placed \$	Time Out #	Time Out \$	Collections \$	Liq %
Experian 2	144	244	\$175,508.19	\$12,122.14	101	\$27,815.89	\$159,814.44	133	\$88,239.57	\$71,574.87	44.79%
Experian 3	101	465	\$339,444.88	\$112,406.68	90	\$189,153.16	\$262,698.40	349	\$243,843.98	\$18,854,42	7.18%
Experian 4	90	346	\$331,638.36	\$86,529.76	34	\$113,685.62	\$304,482.50	286	\$281,642.25	\$22,840.25	7.50%
Experian 5	74	286	\$288,896,95	\$19,220.90	14	\$54,047.22	\$254,070.63	238	\$242,719.51	\$11,351.12	4.47%
	100	1,341	\$1,135,488.38	\$230,279.48	239	\$384,701.89	\$981,065.97	1,006	\$856,445.31	\$124,620.66	12.70%
					Mar	ch 2016					
Score	Avg Age	Gross #	Gross \$	Adjustments \$	Recalled #	Recalled \$	Net Placed \$	Time Out #	Time Out \$	Collections \$	Liq %
Experian 0	68	1	\$639.92	\$1,919.77	0	\$0.00	\$2,559.69	1	\$2,559.69	\$0.00	0.00%
Experian 1	376	1	\$425.00	\$0.00	1	\$0.00	\$425.00	0	\$0.00	\$425.00	100.00%
Experian 2	152	226	\$214,140.93	\$9,350.07	84	\$75,686.36	\$147,804.64	123	\$87,007.74	\$60,722.79	41.08%
Experian 3	119	544	\$423,220.03	\$30,336.46	119	\$109,545.01	\$344,011.48	395	\$299,988.96	\$44,022.52	12.80%
Experian 4	96	488	\$428,178.39	\$63,144.82	46	\$109,296.77	\$382,026.44	397	\$368,208.06	\$13,818.38	3.62%
Experian 5	86	520	\$742,546.63	\$21,223.10	21	\$40,948.63	\$722,821.10	419	\$708,794.60	\$14,026.50	1.94%
	107	1,780	\$1,809,150.90	\$125,974.22	271	\$335,476.77	\$1,599,648.35	1,335	\$1,466,559.05	\$133,015.19	8.32%





Exhibit IX

Performance Summary by Score

Illustrates summaries by score for gross and net placements, recoveries and liquidation/recovery rate.

Performance Summary by Score										
Score	Placed #	Placed %	Net Amount \$	Net Amount %	Recovered \$	Recovered %	Liquidation Rate			
Experian 0	4	0.01 %	\$4,976.17	0.01 %	\$0.00	0.00 %	0.00 %			
Experian 1	848	1.87 %	\$74,368.60	0.21 %	\$26,730.04	0.65 %	35.94 %			
Experian 2	7,955	17.56 %	\$6,265,674.70	17.90 %	\$2,078,646.25	50.54 %	33.18 %			
Experian 3	15,181	33.52 %	\$10,910,920.01	31.17 %	\$1,396,846.34	33.96 %	12.80 %			
Experian 4	11,663	25.75 %	\$9,471,250.48	27.05 %	\$392,080.62	9.53 %	4.14 %			
Experian 5	9,643	21.29 %	\$8,281,575.60	23.66 %	\$218,693.65	5.32 %	2.64 %			
Grand Total	45,294	100.00 %	\$35,008,765.56	100.00 %	\$4,112,996.90	100.00 %	11.75 %			







Exhibit X

Root Cause Analysis

Illustrates breakdown of root causes identified by status code.

		_					-		_		_						_		_		_		_	
		1	181 04	Pat	tennery 2023	March 2023		April 2021		May 2023	- 11	see 2021	July 2828	August 2021	-	Andre 2021	1	teller 2021	3	suller 2021	e Deres	6ey3621	16	Total
Douled.	Chain denied day Denied coverage treamd	0	Sabe	0	90.00	0 54	.00	8 50.00		51.00	- 0	51.00	0 .90.00	6 51.00		50.00		50.00	- 0	SIDO	1	5437.00	1	\$437.00
	Denied additional DX code needed	0	\$8.00	0	90.00	0 54	.01	8 50.00		58.80	0	\$1.00	9 .00	6 50.00	1	50.00	14	\$15.582.52	30	\$2,336.15	2	\$1,664,36	- 26	\$19,547.44
	Dealed due to readmission	- 0	\$3.00	0	\$3.00	9 S	00	6 \$6.00		\$8.49	- 0	\$3.00	0 53300	50.00	5	\$141,680.45	- 0	\$1100	-0	\$3.00	0	\$1.00	- 5	\$381,670.45
	Donied facility responsible	0	51.00		\$3.00	0 54	.00	\$0.00		51.60	0	\$1.00	0 50.00	0 91.00	1	\$0.00		\$0.00	0	\$1.00	1	5400.00	1	\$430.00
	Dealed for medical accessity	à	\$h.00	- 0	50.00		00	6 56.00		58.60	à	\$1.00	0 50.00	0 50.00		\$11,995,68	109	\$184,284,15	47	\$13,945,81	-49	\$127,455.45	113	\$798,281.28
	Denied Max benefits reached	0	51.00	0	93.00	0 54		8 50.00	. 1	-98.00	- 0	\$1.00	0 50.00	6 \$4.05	5	\$22,815.62	14	\$10.612.37	0	\$8,918.14	19	\$27,088.65	51	\$86,927,78
	Duried materies Procedury	0	\$1.00	0	90.00	0 54		8 50.00	. 4	58.80	0	\$1.00	90.00	6 91.00	-	\$5,917.30	25	\$21,675.91	- 55	\$18,418.78	**	544,033.38	125	\$110,045.77
	Draied Overlapping days to client	0	\$3.00	-0	\$0.00	9 St	-	4 50.00		\$1.00	- 0	\$3.00	6 \$3.400	5 50.00		\$0.00		\$0.00	-0	\$9.00	-	\$11,115.20	1	\$31,175.20
	Denied thardy as proof of the filling	0	51.00	.0	\$0.00		100	8 50.00		51.60	0	SLOD	0 50.00	0 91.00	-	\$5,820.15	1	\$16,859,76	-	\$7,577.91	1	\$349,938.05	17	\$429,181.90
	Incorrect Ins. Plan. Non-participating Provider	0	\$h.00	0	\$0.00		00	6 56.00		\$8.80	a	\$3.00	0 50.00	0 \$1.00		\$6.00		10.00	0	\$8.00	- 2	\$4,196,50	2	\$4,194.50
	Outpatient Denied. Overlapping will? 72 he rule	0	51.00		\$93.000 \$93.000	0 M	101	8 50.00 8 50.00		51.00	9	\$1.00	0 50.00	6 St.00		\$2,406.00	181	506,561.0	(2)	\$371,510,76		\$14,515,30	142	\$945,275.48 \$829.00
	Rendering provider and fished to billing provider		51.00		50.00	8 50		4 36.00	-	\$1.40		51.00	0 30.00	50.00		50.00		\$1,913.00		51.00	24	\$12,733.35	27	\$74,646.15
	Requested Medical Records	0	58.00	-	90.00	0 5	_	1 50.00	-	38.60	0	SLID	50.00	0 9100		\$6.00		1210.001.12		\$7,080.00	1	\$16,725.51	10	\$251,526.68
	Service and concered by plan	0	\$3.00	0	50.00	0 S	100	4 50.00		58.00	a	\$5.00	0 50.00	50.00	15	\$12.517.79	13	\$24,121,99	104		15	\$100,352.14	212	\$336,680.52
	Services not contracted to Previder	0	5110	0	50.00	6 S	00	1 50.00		38.00	0	\$110	50.00	6 91.00		59,013,40	115	1206,348 (0	-45	\$77.616.6d	-	\$99,763,95	147	\$182,434.30
Total			-98.00		9.46			6 58.00		10.00		55.00	6 50.00	1 59.00	30	\$313,216.78	-	11.415.516.66	641	\$716,962,00	374 5	LINENLIN	1.185	\$1,736,279,36
Nin	Balance is contracted	0	\$3.00	0	\$1.00	8 56	109	6 50.00		\$1.40		\$5.00	0 50.00	8 50.00	1	\$4,382.29	2	\$1.341.41	2	\$1,444.53	-	\$5,130.83	7	524,600.00
	Release in Patient Roop	0	\$1.00	0	90.00	6 S		1 50.00		58.60	0	51.00	90.00	6 \$1.00		\$0.00	1	\$1,87.99	5	\$1,236.17	2	\$1,169.25	10	\$4,543.41
	Cash Misapplied wolffied client	- a	\$3.00	0	50.00	10 56	_	4 S0.00		51.00	à	\$1.00	0 90.00	0 - 50.00	1	\$7,985.00	- 0	·	0	\$3.00	0	50,00	-1	\$7,995.01
	Chaolty Approval Rts to client	0	\$8.00	0	90.00		.00	8 50.00	1	58.00	0	\$1.00	90.00	0 51.00	1	\$0.00		50.00	0	58.00	1	\$7,400.00	1	\$7,420.00
	Chaim Post Filing/Append Limit	0	\$3.00	0	91,00	0 56		6 50.00		\$1.60	0	\$3.00	0 50.00	9 50.00	2	\$5,184.00	- 1	\$4,311.00	-0	\$8.00	2	\$15.900.50		\$65,715.50
	Claim to Client for Convertion	0	51.00	0	\$9.00		-00	8 50.00		51.60	0	51.00	0 50.00	6 \$1.00	1	\$64,817.38	32	\$205,653.85	45	\$143,999,93	23	391,526.03	107	\$468,499.59
	Talayare Cading Review Talayare Cading Review Complete	a	\$3.00	0	Second Second	0 5		e 50.00		\$2.00	a	\$3.00	0 50.00	0 50.00	1	\$58,114,21		10.00	a	\$3.00 \$1.953.14	- 1	\$100,765,30	7	\$215,579.60
	las. er siting COB-letter to patient	0	\$1.00	-	50.00		.08	4 36.00 8 50.00		51.00	a	\$1.00	0 50.00	6 51.00	-	50.00		\$14,793,75		51,05,14	-	5642.00	-	\$15,435.15
	Left Message Submitted Online Impairy to Internate	-	\$2.00		50.00	* *		4 58.00	-	51.00		51.00	6 59.00	9 91.00		\$71,951 65		\$100.001		127,314,97	1	\$12,867,42	11	1203.057.63
	Patient surreparties to accident details	-	SLOO		50.00	-	.00	50.00	-	31.00	-	51.00	0 50.00	0 93.00		50.00		\$2,64,65		58.00	-	50.00		\$2,568,00
	Patient anorquinity to request for info		53.00	- 3	50.00		_	4 50.00	-	52.00		\$1.00	0 50.00	50.00		50.00	-	10.00	0	53.00	1	559100		3590.00
	Roturn to client Service SNE 100 Despire	ú	51.00	0	50.00	0 50	100	6 56.00		58.40	ú	\$3.00	0 30.00	50.00		56.00		50.00	ú	\$3.00	1	\$177.00	1	\$\$77.00
	Return to effect small halance	0	\$1.00	0	50.00	6 54	100	8 50.00		58.00	0	\$1.00	0 50.00	6 51.00		\$0.00		50.00	0	58.00	2	\$50,35	2	\$50.35
	Unopplied adj	- 0	\$3.00	0	\$0,00	10 S	108	6 50.00		\$8.40	0	\$3.00	6 50,00	0 50.00		50.00		50.00		\$3,694.98	- 5	Shaink ed		\$5,160.42
	Waiting on fax from ins	0	\$1.00	0	\$9.00	0 9	.00	8 50.00		\$8.60	0	51.00	0 50.00	6 \$9.00	- 1	\$0.00	2	\$9,130,42	0	58.00	1	5472,67	· · · · · · · · · · · · · · · · · · ·	\$9,683.09
Tetal			\$8.00		50.00	8 5	109	4 58.00		\$8.80		\$1.00	0 38.00		13	\$119,284.88	19	\$156,333.61	- 82	\$278,464.62	-	\$379,847.62	192	\$1,123,326.92
No Boot Came	Closed and retarted per clients request	0	\$1.00	Ó	90,00	0 54		8 50.00		58.60	- 0	\$1.00	0 50.00	6 91.00		\$0.00		50.00	. A	\$2,264.00	4	\$\$17.00	- 7	\$2,7%.00
	Imaging Radiology - Orplan activist to clinal MLE or FTP Edito	9	\$4.00	0	\$0.00		00	8 50.00		54.80	. 0	\$1.00	6 50.00	6 91.00		\$6.00		30.00	. 0	54.00	1	519635	1	\$316.00
	NLL or FIF Edits	0	\$3.00	0	50.00	0 SK		4 SA.00		\$1.00	0	\$8.00	0 581,680	0 50.00	-	\$14,141.22	. 6	\$4,991.20	5	\$1,363.99	-	336,822.86	26	\$81,359.37
	Landbetible Dar is Aging	0	58.00 Sh.00	0	50.00	0 54		8 50.00 8 50.00		58.00	0	51.00	0 50.00	0 90.00	2	\$1,488.91		\$1.370.00	89	\$16,542,00	201	\$531,020.79	HC	\$549,151,28 \$4,170,00
Tetal	Commission on a view		55.00	-	51.00		-	4 56.00		58.80		51.00	6 SIL00	6 50.00		SHARES	-	58,861,28	28		284	\$548,757,13	178	36.00.063.43
Freding	Appreciated line, and paid per construct	0	54.00	-	50.00	0 5		50.00	-	34.00	0	51.00	6 50.00	6 51.00		\$19,056.40	- 1	510,202,47	10	\$1,567,41	100	\$105,782.70	478	\$154,178,08
	Appended timely 438 warrend of the filling	0	\$2.00	0	50.00			6 50.00		58.00	0	\$5.00	0 50.00	50.00		\$55,855,97	14	\$80,645,25	15	\$193,512,50	21	\$12,414.65	10	\$161 Lines at
	Appealed ten ER tisik same day	0	Silte	0	\$9.00	0 54	.00	8 50.00		58.60	0	58.00	0 50.00	6 51.00	1	\$52,805.44		30.00	1	\$1,547.00	0	50.00	2	\$58,152.48
	Appealed-Denied Na Pro-cost: Antiphoforeal	0	Sh (ID	- 0	50.00	0 50	100	8 56.00		\$8.40	à	\$3.00	0 90.00	50.00	48	\$861,163 16	296	\$1178.804.54	185	\$378,868,19	367 5	1911.475.80	216	\$4,339,713,19
	Claim Appealed as Med Rec-RB wMB	0	\$110	0	50.00	0 54	100	8 50.00	1	58.00	0	\$1.00	90.00	6 91.00	1	\$21,520.00	32	\$71,823,90	- 4	\$4,208.63	5	\$5,547.55	49	\$104,281.48
1111	Chain corrected - released for powersing	0	\$4.00	0	90.00	e 9		B \$6.00		58.80	0	\$1.00	0 50.00	6 91.00	1	\$6.00		36.60	1	\$571.00	0	50.00	1	\$\$71.00
	Chains sealed to fas - paper	- 0	50.00		50.00	2 50		6 50.00		58.00	- 0	\$8.00	0 50,00	50.00		50.00		50.00	- 0	50.00	- 1 -	\$100.00		\$300.00
						-					_			-	-						_			\$22,973.94
	Claim proceeding reproceeding	0	\$8.00	0	90.00	8 8		i 50.00		51.00	0	\$1.00	90.00	6 90.00	1	\$0.00	. 1	\$1,694.45	- 4	\$13,325.80		\$7,963,66	~	
	COll Letter to Patient	0 Q	\$3.00	0	\$0.00 \$0.00	0 5	.09	e 50.00	- 4	50.50 50.60	0 Q	\$3.00	0 50.00 0 50.00	6 90.00 9 50.00	-	\$4.00	5	\$200,997.52	-4	\$13,325.80	4	\$0.00	4	\$182,176.32
	COR Letter to Patient Denied Deplicate Charges Appealed	0 0	\$5.00 \$1.00	0	\$0.00 \$0.00 \$0.00	0 50 0 50	108	e 56.00 e 50.00	1	51.00 51.00 51.00	0 0	\$5.00 \$5.00	0 50.00 0 50.00 0 50.00	6 54.00 9 54.00 6 54.00	4	\$6.00 \$217,01.35	3	\$200,997.12 \$2,801.30	4	\$13,315.80 \$8,171.00 \$1,949.00	4	\$8.00 \$6,299.00	4	\$102,176.32 \$229,230.65
	COR Letter In Patient Draind Duplicate Charges Appended Draind Invalid Minsing Value Condition Code Diff	0	\$3.00 \$3.00 \$3.00	0	90.00 90.00 90.00 90.00	8 50 8 50 8 50	109	6 50.00 8 50.00 6 50.00	4	\$1.00 \$2.00 \$1.00 \$1.00	0 0 0	\$8.00 \$8.00 \$8.00	0 50.00 0 50.00 0 50.00 0 50.00	6 54.00 5 54.00 6 54.00 5 54.00	- 1	50.00 5217,01.35 50.00	- 1 - 5 - 4 - 0	\$200,997.12 \$2.501.30 \$1.00	4	\$13,325,80 \$1,171,00 \$1,944,00 \$3,00		\$8,00 \$6,299.00 \$9,922.78	4	\$182,178.32 \$229,220.65 \$9,922.78
	COB Letter In Patient Denied Duplicate Chargins Appendick Denied Jacabé Missing Value Condition Code fill T Denied Overlapping 101-00061 100	0 0 0 0	\$8.00 \$8.00 \$8.00 \$8.00	0 0 0	90.00 50.00 50.00 50.00 50.00	0 50 0 50 0 50 0 50	100	6 56.00 8 56.00 6 56.00 8 56.00		34.60 54.60 54.60 54.60 54.60	0 0 0 0 0	50.00 50.00 50.00 50.00	0 50.00 0 50.00 0 50.00 0 50.00 0 50.00	6 \$91.00 0 \$91.00 6 \$91.00 0 \$91.00 0 \$91.00	- 1	50.00 5217,01.35 50.00 342,277,55	4	\$200,997,12 \$3,801,30 \$8,80 \$2,346,83	4	\$13,325.80 \$8,173.00 \$3,988.00 \$8,00 \$1,600.00	4 0 6 - 0 2	\$0.00 \$6,299.00 \$9,922.78 \$0.00	6	\$182,174.32 \$229,220.65 \$9,922.38 \$46,087.35
	COR Letter In Patient Draind Duplicate Charges Appended Draind Invalid Minsing Value Condition Code Diff	0 0 0 0 0 0 0 0 0 0 0	\$3.00 \$3.00 \$3.00	0 0 0 0 0	90.00 90.00 90.00 90.00 90.00 90.00	0 50 0 50 0 50 0 50	100	6 50.00 8 50.00 6 50.00		\$1.00 \$2.00 \$1.00 \$1.00	0 0 0 0 0	\$8.00 \$8.00 \$8.00	0 50.00 0 50.00 0 50.00 0 50.00	6 54.00 5 54.00 6 54.00 5 54.00		50.00 5217,01.35 50.00	4 4 2 4	\$200,997.12 \$2.501.30 \$1.00	4	\$13,325,80 \$1,171,00 \$1,944,00 \$3,00	4 0 0 1 0 1 0	\$8,00 \$6,299.00 \$9,922.78	5 6 1 4 4	\$182,178.32 \$229,220.65 \$9,922.78
	COB Letter to Patient Denied Duplicate Charges Appended Denied Denied Working Value Condition Code (00) Denied Overlapping 1018-0004 E00 Denied Overlapping SN9 (Hospite-100-RChilled	0 0 0 0 0 0 0	\$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	90.00 50.00 50.00 50.00 50.00	0 50 0 50 0 50 0 50 0 50	108	6 50.00 8 50.00 8 50.00 8 50.00 8 50.00	8	34.00 54.00 54.00 54.00 54.00 54.00 34.00	0 0 0 0 0 0 0 0 0 0 0	\$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00	0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00	0 50100 0 50100 0 50100 0 50100 0 50100 0 50100	4	\$4.00 \$217,00.35 \$6.00 342,277,85 \$6.00	1 3 4 0 2 4 4 4	5000.997.32 \$3.501.30 50.60 \$2.446.60 50.00	4	\$13,325.80 \$1,171.00 \$1,944.00 \$3,400.00 \$1,400.00 \$5,975.01	4 0 6 1 0 1 0 0	\$8.00 \$6,299.00 \$9,922.75 \$0.00 \$5,370.00		\$142,174.32 \$229,220,65 \$96,922.76 \$96,007.85 \$16,745.64
	COR Letter In Patient Dealed Deplicate Charges Appended Dealed Readal Vicinig Value Condition Code DBT Dealed Developing IBB Bible 100 Dealed Overlapping SNF Haspite 100 Readabled Dealed Readapping SNF Haspite 100 Readabled Dealed RE 2nd with prim EOR	0 0 0 0 0 0 0	\$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	90.00 50.00 50.00 50.00 50.00 50.00 50.00 50.00	0 50 0 50 0 50 0 50 0 50 0 50	109 109 109 109 109 109 109 109 109 109	6 S0.00 6 S0.00 6 S0.00 6 S0.00 8 S0.00 6 S0.00	8	38.00 58.00 58.00 58.00 58.00 58.00 58.00 58.00	0 0 0 0 0 0 0 0 0 0 0 0	\$3.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$3.00	0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00	0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00	4	50.00 5217,00.35 50.00 542,257,85 50.00 50.00	1 5 4 0 2 4 4 4 4 4 8	\$2001997132 \$230130 \$1000 \$2346.00 \$23600 \$235601	4	\$13,325.80 \$1,171.00 \$1,941.00 \$3.00 \$1,400.00 \$5,375.01 \$1,471.57		50.00 56.199.00 59.922.75 50.00 55.370.00 50.00	4 8 8 1 8	\$142,174.32 \$229,220,65 \$9,922.78 \$46,081.85 \$10,745.64 \$4,331.58
	COR Letter in Patient Devide Handlin de Charges Appended Davied Bandel Mange Valen Condition Code (BET Davied Developping 100 Bibliot 100 Davied Developping 100 Bibliot 100 Dovid 48 Jan de Majeria E.DR Di Sameret Context and Bibliot Enseret Camered Ref Enseret Camered Ref Enseret Camered Ref Enseret Davies for Hit paper	0 0 0 0 0 0 0 0 0	\$8.00 58.00 58.00 58.00 58.00 58.00 58.00	0 0 0 0 0 0 0	90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00	0 50 0 50 0 50 0 50 0 50 0 50 0 50		8 56.00 8 50.00 8 50.00 8 50.00 8 50.00 8 56.00 8 56.00		38.00 58.00 58.00 58.00 38.00 38.00 38.00 38.00 58.00	0 0 0 0 0 0 0 0 0 0 0	\$3.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$3.00 \$3.00 \$8.00	0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00	6 50.00 0 50.00 6 50.00 0 50.00 6 50.00 0 50.00 0 50.00		50:00 5217,181-35 50:00 542_237.85 50:00 50:00 50:00	1 5 4 2 4 4 4 4 4 5 5 6 7 7 8 7 8 7 8 7 8 7 8 7 8 7 8 7 8 7 8	\$200199712 \$2,301,50 \$100 \$2,46,60 \$2,85,61 \$2,85,61 \$6,00	4 1 3 0 1 2 4 1 4 1	\$13,325.86 \$1,171.00 \$2,346.00 \$0.06 \$1,400.00 \$4,075.01 \$1,471.57 \$275.00	4 0 6 1 0 2 0 0 7 1	50.00 56,299,00 59,912 75 50.00 53,370,00 53,370,00 50,00 50,00	4 10 14 4 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	\$102,174.32 \$329,220.65 \$9,822.78 \$96,007.85 \$10,745.61 \$4,333.58 \$225.00
	COB Lone In Falini David Dagila da Change Ngpedad David David Nong Valan Conffree Code/Bit David David Nong Valan Conffree Code/Bit David Octopage 181 Bits Hill Bit David Octopage 2014 Hall Bit Bits Babbit David Octopage 2014 Hall Bits Bits David David Bits Constant Bits David David David David Bits Bits David David David David David David David David David David David David David David David David Dav	0 0 0 0 0 0 0 0 0 0 0	\$8.05 58.00 58.00 58.00 58.00 58.00 58.00 58.00 58.00	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	90.05 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00	0 50 0 50 0 50 0 50 0 50 0 50 0 50 0 50		8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00	8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	38.00 58.00 58.00 58.00 58.00 58.00 58.00 58.00 58.00		\$8.08 \$8.08 \$8.08 \$8.08 \$8.08 \$8.08 \$8.08 \$8.08 \$8.08 \$8.08	0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00	6 50.00 0 50.00 6 50.00 0 50.00 6 50.00 6 50.00 0 50.00 0 50.00 3 50.00		5217,38135 5812,397,88 580,00 581,00 581,00 581,00 581,00 12,999,30	4 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9	\$200199712 \$2,301,50 \$100 \$2,46,60 \$2,95,61 \$2,95,61 \$600 \$49,299,00		\$13,32580 \$1,91700 \$1,94800 \$1,90000 \$1,90000 \$5,37500 \$1,97500 \$27500 \$5,36100	4 0 1 0 2 0 0 7 1 5	50.00 56.299.00 89.922.75 50.00 55.370.00 50.00 50.00 50.00 50.00	4 10 1 14 4 14 14 14 14 14 14 14 14 14 14 14	\$102,174.32 \$329,220.65 \$9,822.78 \$46,007.85 \$10,745.61 \$4,333.50 \$275.00 \$86,241.59
	COB Lones In Patient Daniel Deglinist Charges Segunda Daniel Mander Missing Values Cambrins Cache (B) Daniel Mander Missing Values Cambring Cache (B) Daniel (Chargenging (B) Billinst All Daniel (Chargenging (B) Billinst All Danient Cache (B) Daniel (B) Danient Cache (B) Daniel (B) Danient Cache (B) Daniel (B) Danient Cache (B) Daniel (B) Danient Cache (B) Daniel (B) Daniel (B) Daniel (B) Daniel (B) Daniel (D) Daniel (B) Daniel (B) Daniel (B) Daniel (B) Daniel (B) Daniel (B) Daniel (B) Daniel (B) Daniel (B) Danie		\$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00		90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00	8 56 8 56 8 56 8 56 8 56 8 56 8 56 8 56	100 100 100 100 100 100 100 100 100	8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 9 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00	8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	34 50 54 40 54 40 54 60 54 60 54 50 54 50 54 50 54 50 54 50 54 50 54 50 54 50	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	\$8.05 \$8.05 \$8.05 \$8.05 \$8.05 \$8.05 \$8.05 \$8.05 \$8.05 \$8.05 \$8.05 \$8.05	6 50.00 0 50.00	0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00		50.00 \$217,00.15 \$60.00 \$62,237.85 \$60.00 \$60.00 \$25,000 \$25,000 \$60.00 \$60.00 \$60.00	4 6 2 4 4 8 4 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	1000,991,12 51,801,30 52,446,80 52,446,80 54,246,80 542,256,81 540,259,00 544,259,00 544,259,00 544,259,00 542,204,00 512,004,00	4 1 3 0 1 3 4 1 4 1 1 3	\$13,225.66 51,247.06 51,248.00 51,248.00 51,240.06 51,207.50 51,275.00 52,75.00 52,76.00 52,76.00 52,76.00 52,76.00 52,76.00 52,76.00 53,86.00 51,000,00	4 0 5 1 0 2 0 0 7 1 5 3	\$1.00 \$5,259.00 \$2,912.75 \$0.00 \$5,570.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$1,92.50 \$1,92.00 \$2,446.40 \$5,150.00	4 1 4 4 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	\$142,174.32 \$229,220.65 \$96,822.76 \$96,822.76 \$96,822.76 \$96,824.76 \$96,824.76 \$96,741.48 \$97,500 \$96,741.48 \$95,646,00 \$35,786,46 \$5,259.00
	COB Lone In Patient Could Patylin of Legos Ngandad David Patylin of Legos Ngandad David Patylin Of Legos Ngandad David Octorhyging 100 Bloch 400 David 402 and 440 pilot Bloch 400 David 402 and 440 pilot Bloch 400 David 402 and 440 pilot E00 Di harmori chi Bloch 400 Pilot Bloch Malang Insemptive David Statistica Addition Malang Managhter DXX eff Maldien Addited Malang Insemptive DXX eff Maldien Addited Malang Insemptive DXX eff Maldien Addited		\$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00		50.05 50.05 50.05 50.05 50.05 50.05 50.05 50.05 50.05 50.05 50.05 50.05	0 50 50 0 50 50 50 0 50 50 50 50 0 50	100 100 100 100 100 100 100 100 100 100	8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 9 56.00 8 56.00 9 56.00 8 56.00 9 56.00 9 56.00 9 56.00 8 56.00 9 50.00	4 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9	34 50 54 50		\$0.05 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00	0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00	c Suite 0 Suite		50.00 \$217,00.35 \$60.237.85 \$60.00 \$60.00 \$2,99/30 \$2,99/30 \$6.00 \$6.00 \$6.00 \$1,002.55	4 6 2 4 4 8 4 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	1000,997,12 53,801,50 50,800 50,900 52,956,81 560,09 548,299,80 548,299,80 548,299,80 548,299,80 548,299,80 548,292,14	4	\$13,225.66 51,271.06 51,348.09 51,348.09 51,301.05 55,375.01 51,375.01 5275.00 5275.00 5275.00 5276.00 52776.00 5276.00 5276.00 5276.00 5276.00 5276.00 5276.00 5276.00 5276.00 5276.00 5276.00 5276.00 5276.00 5276.00 5276.00 5		\$1.00 \$5,259.00 \$3,902.78 \$0.00 \$5,570.00 \$0.00 \$6,002.88 \$375.00 \$3,962.89 \$3,962.89 \$3,962.89 \$3,962.89 \$3,963.40 \$3,963.40 \$5,150.00 \$107,167.37	4 2 2 04	\$142,174.32 \$229,250.65 \$9,822.76 \$96,827.76 \$96,811.35 \$160,914.64 \$4,151.48 \$275.00 \$86,241.49 \$9,446,00 \$51,764.60 \$51,766,00 \$51,769,00 \$71,423.49
	COB Lone to Fatient David Rohytin Crages Separated David Rohytin Crages Separated David Postering Rohytin Craftine Code DB David Constraining ROB Hotspit Class David Constraining ROB Hotspit Class David Characteristics and BB davi David Class and and BB davi David Class and and BB david David Class and and David David Class David Class and and David D		\$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00		\$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00	B SK	000 000 000 000 000 000 000 000 000 00	8 56.00 8 50.00 6 50.00 8 50.00 8 50.00 8 50.00 8 50.00 8 50.00 9 50.00 9 50.00 9 50.00 9 50.00 9 50.00 9 50.00 9 50.00 9 50.00	8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	34 50 54 40 74 70 74 700		\$3.05 \$3.05 \$3.05 \$3.06 \$3.06 \$3.06 \$3.06 \$3.06 \$3.06 \$3.06 \$3.06 \$3.05 \$3.06 \$3.06	0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00	0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00		50.00 54217,00.15 50.00 542,577.85 50.00 50.00 12,997.30 138,065.00 50.00 50.00 50.00 50.00 50.00 50.00	4 4 8 4 4 8 4 8 8 8 8 8 8 8 8 8 8 8 8 8	1000,991.12 53.801.50 52.468.50 52.268.01 52.256.01 588.2992.05 588.2992.05 588.2992.05 588.2992.05 581.292.16 581.292.16	4 1 3 0 1 4 4 1 4 1 1 4 <u>9</u> 4	\$13,205.66 \$1,217.06 \$1,246.00 \$1,600.06 \$1,600.06 \$1,600.05 \$1,275.00 \$275.00 \$276.00 \$276.00 \$12,800.47 \$11,800.47 \$11,800.47	4 0 1 0 2 0 0 7 1 5 5 1 1 2	\$8,00 \$8,299,00 \$9,922.75 \$9,00 \$5,570,00 \$8,00 \$9,00 \$9,00 \$3,00 \$2,446,40 \$2,446,40 \$2,446,40 \$1,71,167,37 \$2,846,40	4 9 5	\$162,174.32 \$229,220.65 \$96,922.78 \$96,922.78 \$96,921.85 \$10,545.64 \$14,131.38 \$275.00 \$86,241.59 \$96,466,00 \$55,766,40 \$55,766,40 \$55,766,40 \$55,766,40 \$55,766,40 \$55,766,40 \$51,402.51
	COB Lone In Patient Control Paylos for Lenge Segunda C Davier Lengel Strategy Value Carditas Caledra E Davier Developing IN Bloch 400 Davier de Verdagel Constantial RE Tas, and Anning Alamars 40:000 Davier 400 Daviers for Bloch 400 Davier 40:000 Davier Verdage Bloch 400 Davier 40:000 Davier 400 Davier 400 Davier 400 Davier 40:000 Davier 400 Pendage Sandor Lenger 40 Davier 40 Davier 40 Davier Pendage Sandor Lenger 40 Davier 40 Davier 40 Davier 40 Davier Pendage Sandor Lenger 40 Davier 40 D		\$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00		90.05 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00 90.00	B SK 0 SK		8 56.00 8 56.00 6 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 8 56.00 9 56.00 9 56.00 9 56.00 9 56.00 9 56.00		34 50 54 40 54 40 54 40 54 40 54 40 54 40 54 50 54 50 54 80 54 80 54 80 54 80 54 80 54 80 54 80		\$8.05 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00	0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00	B Solo 0 Solo		50.00 5117,00135 50.00 542,577.85 50.00 50.00 12,599.30 55.00 56.00 56.00 51,06235 53,003 50.00	4 6 2 4 4 4 4 8 3 8 3 8 8 8 8 8 8 8 8 8 8 8 8	1200,971.12 51.301.30 52.446.02 54.00 52.956.01 54.00 54.00 54.00 52.004.02 51.004.02 51.002.14 12.14.226.11 54.376.00	4 1 3 0 1 2 4 1 4 1 1 2 19 2 0	\$13,205.00 \$1,205.00 \$1,171.00 \$1,344.00 \$1,400.00 \$1,400.00 \$2,500 \$2,75.00 \$		50.00 56,290.00 50,922.75 50.00 53,370.00 50,922.55 53,955.55 53,955.55 53,955.55 53,955.55 53,955.55 53,955.55 53,955.55 53,955.55 53,955.55 53,000 50,0000 50,0000 50,0000 50,0000 50,0000 50,0000 50,0000 50,0000 50,00000000	4 2 2 04	\$182,174.32 \$229,220.65 \$46,622.85 \$46,645.85 \$46,645.44 \$4,533.56 \$46,645.44 \$4,533.56 \$5,766.40\$5,766.40 \$5,766.40\$5,766.4
	COB Lones In Patient Counted Patient on Cargos Segundas Daniel Robert and Cargos Segundas Daniel and Cardos Segundas Daniel Constraining (2018) Handre (2018) Daniel Constraining (2018) Handre (2018) Daniel de 21 and Arthou Segundas Daniel de 21 and Arthou Segundas Daniel (2018) Antipier (2018) Daniel de 21 and Arthou Segundas Daniel (2018) Antipier (2018) Daniel (\$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00 \$3.00		90.05 90.05 90.05 90.05 90.05 90.05 90.05 90.05 90.05 90.05 90.05 90.05 90.05	0 00 0 50 0 50 0 50 0 50 0 50 0 50 0 50 0 50 0 50 0 50 0 50 0 50 0 50 0 50 0 50 0 50	100 100 100 100 100 100 100 100 100 100	8 56.00 8 56.00 6 56.00 8 56.00 8 56.00 8 56.00 9 56.00 8 56.00 9 56.00 9 56.00 9 56.00 9 56.00 9 56.00 9 56.00 9 56.00 9 56.00 9 56.00 9 56.00 9 56.00 9 56.00 9 56.00		24 50 54 50 56 50 56 50 56 50 56 50 50 50 50 50 50 50 50 50 50 50 50 50 5		\$8.08 \$4.09 \$8.09 \$8.09 \$8.09 \$8.09 \$8.09 \$8.09 \$8.09 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00 \$8.00	0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00 0 50.00	C Subm 0 Subm		56.00 5217,001.35 56.00 56.00 56.00 56.00 56.00 56.00 56.00 56.00 56.00 56.00 56.00 56.00 56.00 56.00 56.00 56.00	1 5 4 0 2 4 4 4 4 4 8 9 8 8 1 9 8 1 9 8 1 9 8 1 9 8 1 9 8 1 9 1 9	1000,997,12 53,301,30 50,300 52,356,41 56,00 542,395,641 56,00 542,395,64 56,00 52,304,00 51,2004,00 51,2004,00 544,196,214 544,395,214 544,395,000,000,000,000,000,000,000,000,000,0		\$13,205.86 \$1,171.06 \$1,171.06 \$1,194.10 \$0,06 \$1,800.10 \$2,375.01 \$2,375.00 \$2,575.00 \$2,575.00 \$2,55.00 \$2,55.00 \$1,000.45 \$34.60 \$11,900.45 \$34.85 \$31,005 \$1,005 \$1,005 \$1,005 \$1,005 \$1,005 \$2,055		50.00 56.290.00 50.90.01 55.70.00 50.00 50.00 50.00 50.00 50.00 50.00 50.00 51.71.07.01 51.71.07.01 51.71.07.01 51.71.07.01 51.71.07.01 51.71.07.01 51.71.07.01 51.71.07.01 51.71.07.01 51.70.00 51.70.70 51	4 2 2 04	\$182,174.32 \$229,220.65 \$99,822.55 \$98,681.85 \$100,945.64 \$4,513.45 \$522.00 \$602,241.49 \$5,446,00 \$5,796,400\$\$5,796,400\$\$5,796,400\$\$5,706,400\$\$5,7
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HHR Qualifiers

Fee Structure

New Client Implementation

Shared-Risk, Cost-Neutral

Fee Arrangements

- Horizon Healthcare RCM believes in sharing the risk with our partners in fee arrangements.
- Our Shared-Risk Fee Arrangement means that HHR is only compensated based upon revenue that we create or handle on your behalf.
- ➢ In partnering with your company/organization, HHR will only charge a percentage of the monthly revenue generated by our team. No additional charges will be applied for commissionable billing services.







Cost Structure

Performance Guarantee and Fee at Risk

- Cost neutral shared risk fees with guaranteed design that includes fee incentives
- Forming performance benchmarks through collaborative data analysis as a prelude to fee guarantees
- Available Fee Structures:
- Cost-plus desks(s) starting at \$8,500 per FTE per month. Number of FTEs is determined based on production requirements and deadlines set by Client.
- Contingency fee based on total revenue posted to outsourced accounts. Fee is determined according to placement volume, dollars, aging, and other service level agreements.
- Tiered fee table in which the contingency rate is based on the assigned amount and/or aging of each account at time of placement. <u>Below is an</u> <u>example only and not an actual rate proposal:</u>

	Aging in Days							
Assigned Amount	0-30	31-60	61-90					
\$25-\$100	10%	20%	30%					
\$101-\$999	8%	10%	12%					
\$1,000+	5%	8%	10%					





New Client Implementation Timeline

New project implementation is generally completed within 30-45 days from the date the Service Agreement is fully executed. Timeline may vary, however, depending on scope of work, technological requirements, and client engagement.

- \rightarrow Execute BAA and NDA (if applicable)
- \rightarrow Vendor reviews ATB to determine staffing requirements and fee structure
- \rightarrow Client defines scope of work, expectations, service level agreements, etc.
- \rightarrow Draft and Execute Service Agreement
- \rightarrow Negotiate and execute contractual agreement
- \rightarrow Set a target go-live date
- \rightarrow Introduce Horizon's and client's implementation teams and exchange contact information
- \rightarrow Schedule regular implementation meetings
- \rightarrow Request access to client's systems based on scope of work
- \rightarrow Schedule staff training on client's applications
- \rightarrow Determine application connectivity methodology
- \rightarrow Begin new client set-up within Horizon's internal applications
- \rightarrow Develop a transfer process for placement, transaction, inventory, and notes files
- \rightarrow Configure system interfaces
- \rightarrow Test file transfers and import processes
- → Establish workflows pursuant to Horizon's and client's policies, procedures, and contractual obligations
- → Design reports (i.e., month end packets, inventory reports, transaction details, etc.)
- \rightarrow Create an inventory reconciliation process
- \rightarrow Go-live!





Implementation Items IT Data & Connectivity

- IT support contact for technical issues, password resets, and access/termination requests
- Site-based VPN connectivity
- Details on application connectivity methodology (i.e., Citrix, Terminal Services, etc.)
- Placement, transaction, and inventory files (provide specifications for each prior to go-live)
- Return notes file format-requirements/specifications
- Account cancel/return process









SOC 2 Type II Compliance

Cyber Breach Insurance

Achieved SOC 2 Type II Certificate of Compliance

As news of breached servers and private information being stolen and shared online is becoming more commonplace, *it is more important than ever that healthcare organization's only trusts their PHI with an agency that complies with very important and recognized security distinctions*; breaches are extremely costly to providers.

- The country's most-well-run medical operations require a SOC 2 Type II Certificate of Compliance.
 - ✓ HHR achieving SOC 2 Type II Compliance demonstrates HHR's operational & security excellence.
 - ✓ This certifies that HHR has policy & procedure oversight & is regularly audited on all internal processes taking place within the agency.
 - ✓ The requirements to pass the very stringent SOC 2 Type II Certificate of Compliance examination required significant investments of time, revenue and resources.





SOC 2 Type II Certificate of Compliance

SOC stands for 'Service Organization Controls' and is governed by the AICPA (American Institute of Public Accountants). A SOC 2 is criteria-based examination and the service organization (e.g., HHR) can elect to choose trust services principles (TSPs) that apply.

- Horizon Healthcare RCM has four Trust Services Principles that apply to its control environment for their SOC 2 report:
- ✓ Security. The system is protected against unauthorized access, use, or modification.
- ✓ Availability. The system is available for operation and use as committed or agreed.
- Confidentiality. Information designated as confidential is protected as committed or agreed.
- Processing Integrity. System processing is complete, valid, accurate, timely and authorized to meet the entity's objectives.



HEALTHCARE RCM



Cyber Breach Insurance

- HHR will cover your organization with \$10,000,000 in cyber breach insurance coverage.
- HHR has never experienced a security breach in our 17-year history.
- HHR is willing to make continual investments in order to protect our Partners.









Partners in Healthcare Revenue Enhancement

