

# **MISSOURI RHC CODING BEST PRACTICES**

Amy Graham, Senior Consultant May 25, 2021

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# Funding Source

STROUDWATER

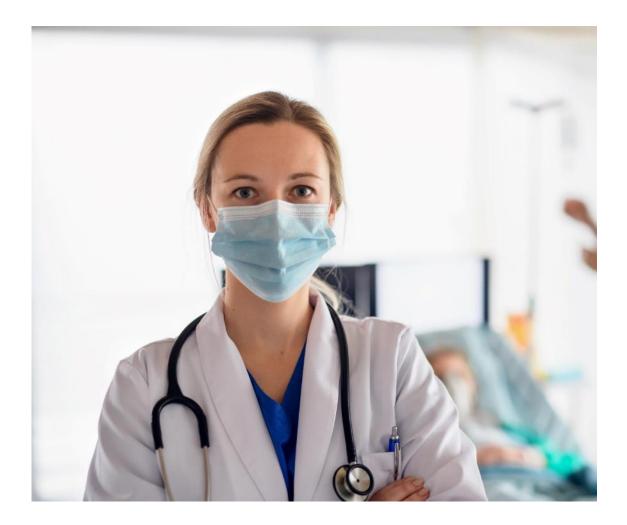
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# **RURAL HEALTH CLINIC (RHC): THE BASICS**





- Rural Health Center (RHC) is a CMS designation
- RHCs provides access to primary care in underserved areas
  - All state Medicaid required to recognize RHCs
  - Commercial payors make no distinction for RHCs
- Team approach
  - Physicians MDs and DOs
  - Mid-levels (NP, PA, CNM)
  - Clinical psychologist
  - Dietician and diabetic educators (considered incident to in RHC)
- At least 51% of the services provided must be primary care services
- At least 50% of the time, the clinic must be staffed with mid-levels
- Medicare reimbursement is based on an all-inclusive rate (AIR)
- Each provider must have there own NPI (National Provider Identifier) number







# Visits can take place

- In RHC
- At the patient's residence (including an assisted living facility)
- In a Medicare-covered Part A Skilled Nursing Facility
- At the scene of an accident

## Reimbursement



- Medicare reimburses a flat All-Inclusive Rate (AIR) for RHC services
- Initial year AIR is an estimate provided by clinic
- Subsequent year AIRs established by CMS based on cost report
- Medicare pays 80% of AIR
- Patient is responsible for co-insurance and deductible of charged amount, minus charges associated with preventative medicine services
  - Care management and virtual services apply deductible at lesser of allowed amount or billed amount
- Non-RHC services paid on allowed amount for the service

### Non RHC E&M Services - Method II Billing

- Providers employer by Critical Access Hospitals can elect Method II billing
- Assign rights to CAH
- File written election MAC 30 days before start of cost reporting period
- Remains in effect until facility terminates Method II
- Bill Medicare on UB-04 form for the hospital
  - Appropriate professional Revenue Code
  - Type of Bill 85X



- Specific guidelines apply for Medicare and Medicaid RHC services
- Commercial payors make no distinction between RHCs and physician practices
- HCFA 1500 form for professional services
- UB-04 for CAH Method II
- Bill all Non-Medicare payors all applicable CPTs, HCPCS, modifiers and line item fees



# **CLAIM FORM BASICS**

CODE SET	IDENTIFY	BILLING FORM	MAINTAINED BY
СРТ	Procedures, services, drugs, combo services	1500 and UB-04	AMA
HCPS	Procedures, services, drugs, combo services, supplies, DME	1500 and UB-04	CMS, BCBS
Revenue Code	Location, provider, type or procedure	UB-04	NUBC
Modifiers	Add-on information to HCPCS and CPTs: location, component of service, explanation of service	1500 and UB-04	AMA, CMS
ICD Diagnosis Codes	Internationally unified codes set describing accident, illness, injuries, conditions or circumstances describing any of these. Not included in CDM	1500 and UB-04	WHO
Type of Bill	4-digit code representing the place of service, type of service and billing stage. Leading number is a zero	UB-04	NUBC
Place of Service	2-digit code identifying the location of the provider, or type of service	1500	CMS, BCBS

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4-digit codes (leading zero) that categorize the type of service or product delivered, describe where the service took place and/or who performed or is billing the service (professional or technical)



All procedure codes billed on a hospital UB-04 (or electronic 837i) must be paired with a revenue code



Revenue code/procedure code pairing must make sense, must follow National Uniform Billing Committee guidelines, and must be acceptable to payors



Revenue code-HCPCS mismatches are automatic denials in many

cases



Revenue Code	Revenue Category
0300-0319	Lab
0320-0329	Diagnostic Radiology
0400-0409	Other Imaging Services
0521	Clinic Visit by member to RHC
0522	Home visit by RHC practitioner
0524	Visit by RHC practitioner to a member in a covered Part A stay at a Skilled Nursing Facility (SNF)
0525	Visit by RHC practitioner to a member in a SNF (not in a covered Part A stay) or NF or ICF MR or other residential facility
0527	RHC Visiting Nurse Service(s) to a member's home when in a Home Health Shortage Area
0523	Visit by RHC practitioner to other non RHC site (e.g., scene of accident)
0900	Behavioral Health Treatments/Services

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1





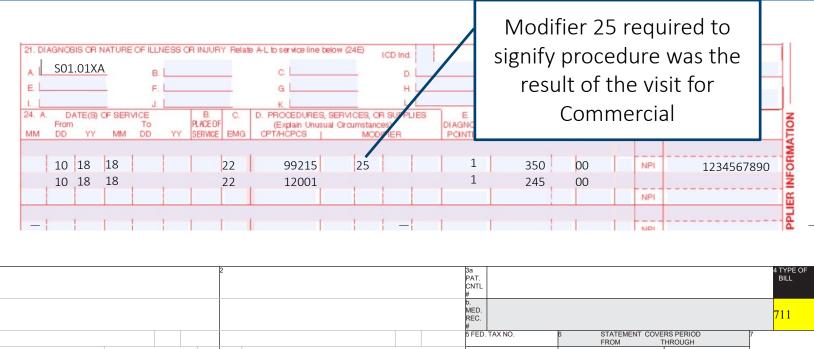


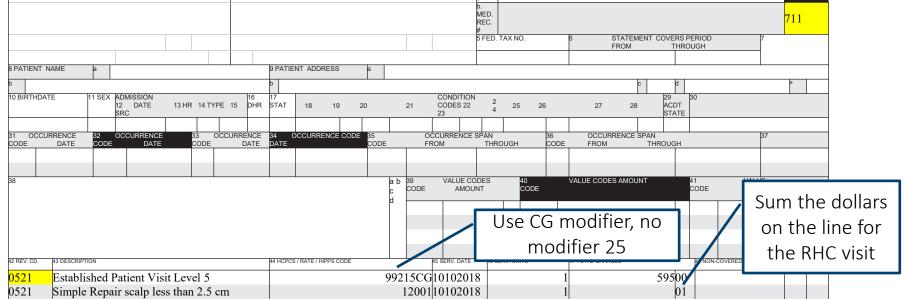
The primary service is considered the qualifying visit CG modifier required for the line considered the qualifying visit

Report all charges on the service line with the qualifying visit HCPCS code, minus any charges for preventive services Report charges associated with preventative med services on a separate line

# RHC Clinic Visit Commercial and Medicare



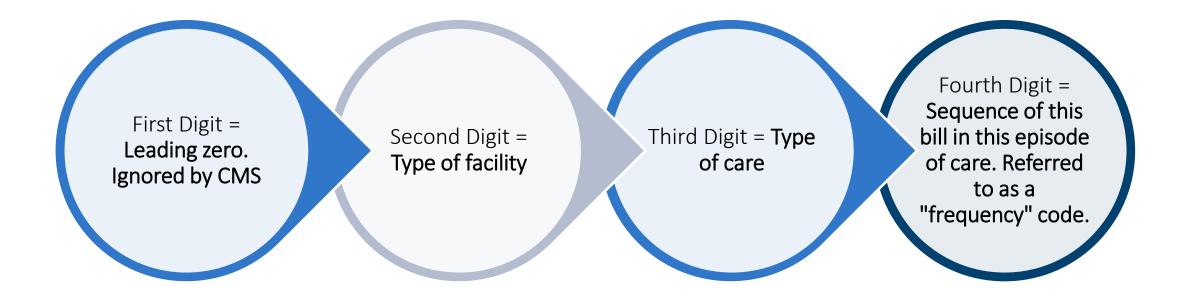




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# Type of Bill

- Required on a UB-04
- Serves a similar function as the place of service on a physician bill (HCFA 1500), except each number provides a separate piece of information



# Type of Bill – Examples



First Digit	• Leading zero. Ignored by CMS		
Second Digit = Type of facility	<ul> <li>1 - Hospital</li> <li>2 - Skilled Nursing</li> <li>3 - Home Health</li> <li>7 - Clinic (RHC)</li> <li>8 - CAH</li> </ul>		
Third Digit =	<ul> <li>1 - Inpatient or clinic</li> <li>2 - Inpatient Part B, Hospital based clinics</li> <li>3- Outpatient</li> </ul>	, Hospice, Home Health	
Type of care	<ul> <li>5- Special Facilities (CAH)</li> </ul>	SERVICE TYPE	BILL TYPE
	>	RHC	71X
Fourth Digit = Sequence of this bill in this episode of	<ul> <li>1- Admit to Discharge initial claim</li> <li>7- Adjustment claim</li> </ul>	Outpatient Hospital	13X
care. Referred to as a $\checkmark$	• 8 - Cancel claim	Inpatient Hospital	11X
"frequency" code	• 0 - No Payment	Critical Access Hospital	85X
		Skilled Nursing Facility	21X



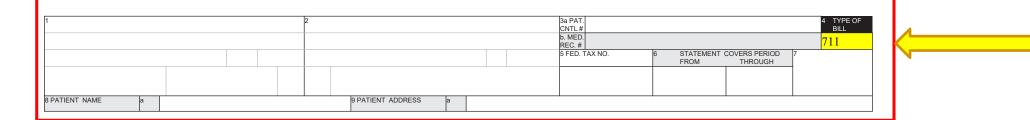
- Required on HCFA 1500 form
- Two digit code specifying the entity where the services were rendered
- Must match the address and zip entered in the service location to avoid denials of claims





UB Type of Bill 711	UB 1500
7 - Clinic (Type of Facility)	11 Office
1 - RHC (Type of Care	22 Outpatient Hospital
1 - (First or final bill)	21 Inpatient Hospital





1500 Form	From To PLA	E. F. G. H. DIAGNOSIS POINTER \$ CHARGES UNITS Pan	I. J. ID. RENDERING QUAL. PROVIDER ID. #
			NPI NPI

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## ICD-10 Code Structure

- First 3 characters represent category
  - May *rarely* be a complete code
- Next 3 characters provide detail on disease, condition, location, severity etc. Extra characters may be populated with X.
- Seventh character characterizes
  - Episode of care
    - Initial
    - Subsequent
    - Sequela visit due to complication
  - Type of fracture
  - Fracture care
  - Complication of pregnancy

X	X	X	•	X		X	X		X	
	Categor	у			Etic	olog	у	E	tensio	n
				Ar	nato	mic	site			
					Sev	erit	у			

## 7<sup>th</sup> Character



Frac	ture of Shoulder and Upper Arm,
Doe	s not Require Gustilo Classifications
А	Initial encounter for closed fracture
В	Initial encounter for open fracture
D	Subsequent encounter for fracture with routine healing
G	Subsequent encounter for fracture with delayed healing
К	Subsequent encounter for fracture with nonunion
Ρ	Subsequent encounter for fracture with malunion
S	Sequela

	Multiple Gestations
0	not applicable or unspecified
1	fetus 1
2	fetus 2
3	fetus 3
4	fetus 4
5	fetus 5
9	other fetus

X	X	X	•	X		Χ		X		X	
(	Catego	ry			Et	iolog	şy		E>	tensio	n
				Ar	nat	omic	: site				
					Se	everit	ty				





"and"	<ul> <li>interpreted as "and" or "or"</li> </ul>
"Includes" notes	• Immediately appear under a three-character code title to further define, or give examples of, the content of the category
"with"	• "Associated with" or "due to"
+ or $$	<ul> <li>Additional characters required</li> </ul>



#### BRACKETS []

- Used in the Tabular List to enclose synonyms, alternative wording or explanatory phrases
- Used in the Alphabetic Index to identify manifestation codes
- Sequence second

#### PARENTHESES ()

•Used in both the Alphabetic Index and Tabular List to isolate nonessential modifiers (supplemental words that do not affect the code assignment)

#### COLON:

•Used in the Tabular List after an incomplete term that needs one or more of the modifiers following the colon to make it assignable to a given category

# **CODING TIPS AND TRICKS**



Diagnoses are not specific to a single line, but apply to the entire claim

Must complete box 70 Diagnosis "Reason for Visit" Additional diagnoses must be sequenced

# UB-04 Example

STROUDWATER
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	2				3a PAT. CNTL # b. MED. REC. #				4 OF
	_				5 FED. TAX NO.	6 S1	ATEMENT CO ROM	THROUG	0 7 H
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		ь					c d		
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				9 VALUE	CODES	40 VALUE C CODE AMO	ODES	41 CODE	VALUE CODES AMOUNT
			а	0005 000	2000	CODE AND		0.00	20020131
			ь						
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HEY CO. IS DESCRIPTION		44 HUPUS / MATE / HIPPS OU	JUE	45 DEPTY, DATE	40 SERV. UNIT	15 47 101AL	CHARGES	40 140	4-COVERED CHARGES
PAGE OF		CREATIC	ON DATE		TOTALS				
	51 HEALTH PLAN	CREATIC			TOTALS		56 NPI		4
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	51 HEALTH PLAN						57		4
	51 HEALTH PLAN								
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Used to bill all services to commercial payors Used to report Medicare Part B "technical" services and RHC services

Requires Diagnosis codes specific to each line of service

# HCFA-1500 Example

(I certify that the statements on the reverse apply to this bill and are made a part thereol.)

	HEALTH PLAN - BEX LUNG -	ER 1a, INSURED'S LD, NUMBER (For Program in Bern 1)
	ber ID#) (ID#) (ID#) (ID#)	
, PATIENT'S NAME (Last Name, First Name, Middle Initial)	3. PATIENT'S BIRTH DATE SEX	4, INSURED'S NAME (Last Name, First Name, Middle Initia)
PATIENT'S ADDRESS (No., Street)	6. PATIENT RELATIONSHIP TO INSURED	7. INSURED'S ADDRESS (No., Street)
	Set Spouse Child Other	
STA STA	TE & RESERVED FOR NUCC USE	CITY
TELEPHONE (Include Area Code)		ZIP CODE TELEPHONE (Include Aven Code)
I. OTHER INSURED'S NAME (Last Name, First Name, Middle Initial)	10, IS PATIENT'S CONDITION RELATED TO:	11. INSURED'S POLICY GROUP OR FECA NUMBER
OTHER INSURED'S POLICY OR GROUP NUMBER	a, EMPLOYMENT? (Current or Previous)	MI DO YY M F
RESERVED FOR NUCC USE	b. AUTO ACCIDENT? PLACE (Star	
	YES NO	
. RESERVED FOR NUCC USE	C. OTHER ACCIDENT?	C INSURANCE PLAN NAME OR PROGRAM NAME
LINSURANCE PLAN NAME OR PROGRAM NAME	10d. CLAIM CODES (Designated by NUCC)	d, IS THERE ANOTHER HEALTH BENEFIT PLAN?
READ BACK OF FORM BEFORE COMPLET	TING & SIGNING THIS FORM.	1.3. INSURED'S OR AUTHORIZED PERSON'S SIGNATURE I authorize
<ol> <li>PATIENT'S OF AUTHORIZED PERSON'S SIGNATURE. Fauthorize to process this claim, Falso request payment of government benefits at below.</li> </ol>	the release of any medical or other information necessary ther to myself or to the party who accepts assignment	payment of medical benefits to the undersigned physician or supplier for services described below.
SKNED	DATE	16. DATES PATIENT UNABLE TO WORK IN CURRENT OCCUPATION MM + DO + V MM + DO + V MM + DO + V
MM DO YY QUAL	OUAL MM DO YY	FROM TO
7. NAME OF REFERRING PROVIDER OR OTHER SOURCE	17a.	18. HOSPITALIZATION DATES RELATED TO CURRENT SERVICES
ADDITIONAL CLAIM INFORMATION (Designated by NUCC)	Tragment	20. OUTSIDE LAB? \$ CHARGES
		YES NO
DIAGNOSIS OR NATURE OF ILLNESS OF INJURY Relate A-C to a	ervice line below (24E) ICD Ind.	22. RESUBMISSION CODE ORIGINAL REF, NO,
8.L C		23, PRIOR AUTHORIZATION NUMBER
A DATE(S) OF SERVICE B. C. D. PRO	CEDURES, SERVICES, OR SUPPLIES E.	F. G. H. I. J.
M DD YY MM DD YY SERVICE EMG CPT.H	cPCS MODIFIER POINTE	
		NPI
		NPI
		NPI
		I NPI
		NPI
		NPI
N FEDERAL TAX LD. NUMBER SSN EIN 26. PATIENT	S ACCOUNT NO. 27. ACCEPT ASSIGNMENT	

Report the full diagnosis code to the highest level of specificity for the diagnosis shown to be reason for the outpatient services

Report symptom in absence of finding addressed in the provider note

Do not report *suspected* 

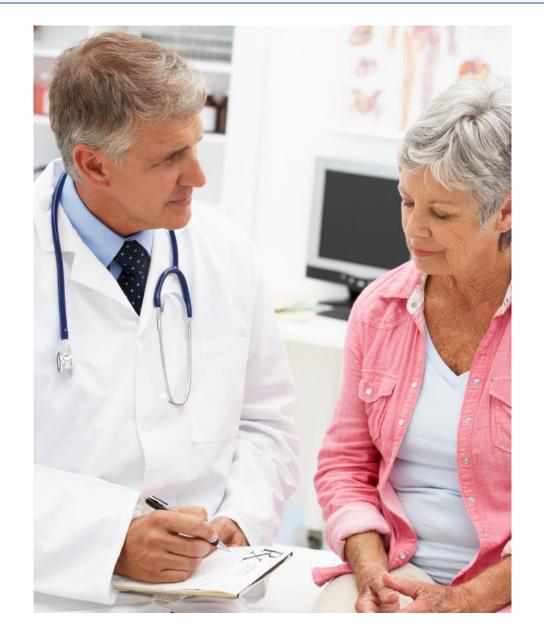
Do not report *rule out* 

Reading physician must always report finding if applicable

Report reason for encounter (Z code) for encounters with no symptoms or findings

# History Codes





#### Personal History Codes

- Relevant to treatment options
- Relevant to reason for visit, example: cough
  - Don't report personal history of contraception Z92.0 range
  - Report
    - History of nicotine dependence Z87.891 if applicable
    - History of tuberculosis Z86.11 if applicable
- Support reason for screening services

#### Almost always relevant

- Personal history of cancer, malignant neoplasms (leukemia, lymphoma)
- Personal history of falling Z91.81

### Family history

- Risk factors relevant to visit
- Screening services



**X** 



Certain conditions have both an underlying etiology and multiple body system manifestations due to the underlying etiology

Sequence underlying condition (etiology) first and manifestation second

If manifestation codes have in the code title, "in diseases classified elsewhere" are never permitted to be first listed or principal diagnosis codes

- Use in conjunction with underlying condition
- Code underlying condition first

"use additional code" – Two codes required to fully describe a single condition that affects multiple body systems

Sequencing should be etiology/manifestation

### Non RHC E&M Services



An RHC visit includes medically necessary medical or mental health visit, or a qualified preventive health visit. **The visit must include a face-to-face (one-on-one) encounter** between the patient and an RHC practitioner during which time one or more RHC services are furnished.

Effective January 1, 2019, virtual communication services are considered RHC services

Distant site Telehealth and Chronic Care visits do not require a patient and provider in the same place to perform the service, so these are not RHC services

Transitional Care requires a patient and practitioner visit during the month to satisfy requirements, therefore Transitional Care is considered an RHC visit



#### Incident to Services - Nurse Visit



- "Incident to" nurse visit only services are not considered Qualifying Visits
- Charges may be included on the claim associated with a qualifying visit if performed up to 30 days from the date of the reportable encounter
  - Suture removal
  - Dressing changes
  - Injections
  - Blood pressure monitoring
  - Medical Nutritional Therapy (MNT) and Diabetes Self Management Training (DSMT)
- Cannot be billed as qualifying visit
- Can be included on the cost report



#### X-rays can be performed in RHCs

- Taking X-rays is considered a Technical Component (TC) and is not part of an RHC visit.
- Provider-based RHCs report taking of X-ray on the hospital billing form (UB-04).
- Reading X-rays is a Professional service.
  - Included in the RHC visit if the provider reads the X-ray during the face-to-face visit
  - Separately reportable as a non RHC services by the reading physician if not resulted by the servicing provider

#### EKGs can be performed in an RHC

- If the RHC provider reads the EKG, the reading is considered part of the professional service
- Taking EKGs can be reported separately on a UB-04 for provider-based clinics
- Report taking EKG on an HCFA 1500 for non-Method II or non- provider-based billing

## RHC Visit with X-ray

21. DIAGN

DATE(S) OF SERVICE from To DD YY MM DD

18

E.

24. A.

MM

From DD

10 18

#### STROUDWATER Taking of X-Ray Non RHC Service. Bill Report Modifier TC for technical component on 1500 only нL PROCEDURES, SERVICES, OR SUPPLIES G. DAYS OR UNITS H. EPSD T Family Plan J. RENDERING PROVIDER ID. # ATIO PLACE C (Explain Unusual Circumstances) T/HCPCS | MODIFI ID. YY SERVICE \$ CHARGES ONTER 22 71046 TC 1 45 00 NPI 1234567890 ē ł PPLIER NPI 1-4 TYPE OF BILL PAT. CNTL b. MED. 711 STATEMENT COVERS PERIOD FROM THROUGH 29 ACDT STATE 27 28 Report RHC Visit On UB 26 OCCURRENCE SPAN FROM THROUGH CODE

31		н			40 COE		VALUE CODES AMOUNT	41 C0	DDE COD AMC	ES	
		4									
42 REV. CD.	#3 DESCRIPTION	44 HCPCS / RATE / HIPPS CODE		45 SERV. DATE	46 SERV. UNITS		47 TOTAL CHARGES	4	8 NON-COVERED CHAR	GES	49
0521	Established Patient Visit Level 3		9921	310102018		1	595	00			+

# **CLAIM FORM EXAMPLES**

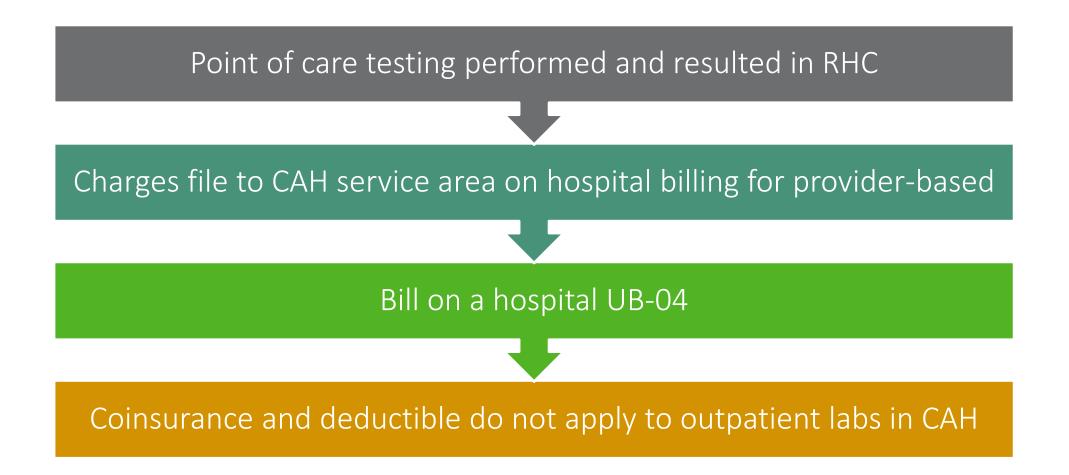
#### 1. Point of Care Testing Performed and Resulted in RHC

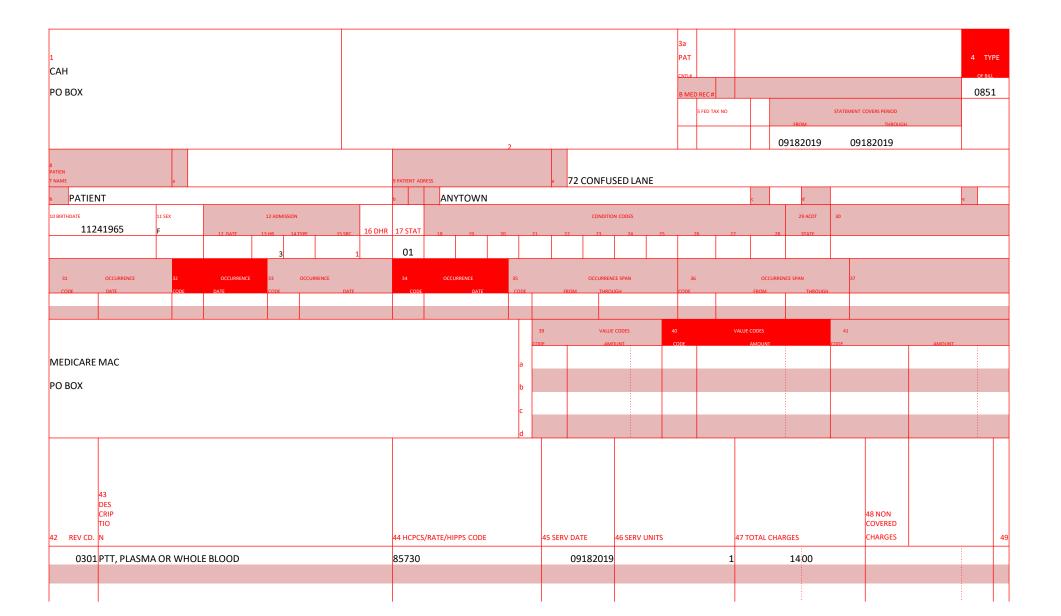
# Example

- Nurse-only visit for PTT No billable service performed in RHC
- Charges filed to CAH service area on hospital billing type of Bill 851
- Bill POC testing on hospital UB-04
- Coinsurance and deductible apply

HCPCS	CHARGES	PAYMENT	CO-INSURANCE
85730	\$14.00	80% of reasonable cost	No coinsurance or deductible on CAH outpatient labs

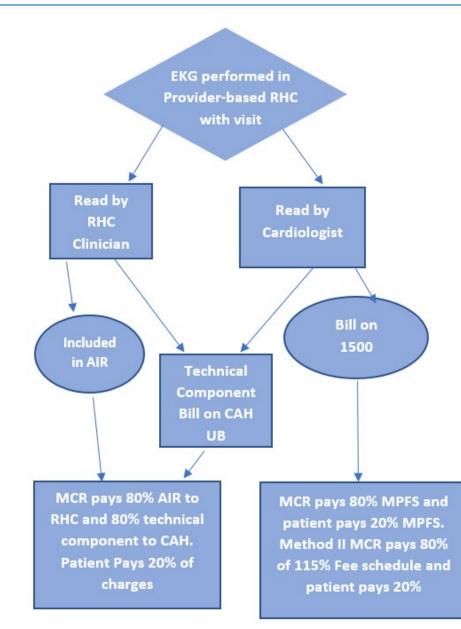






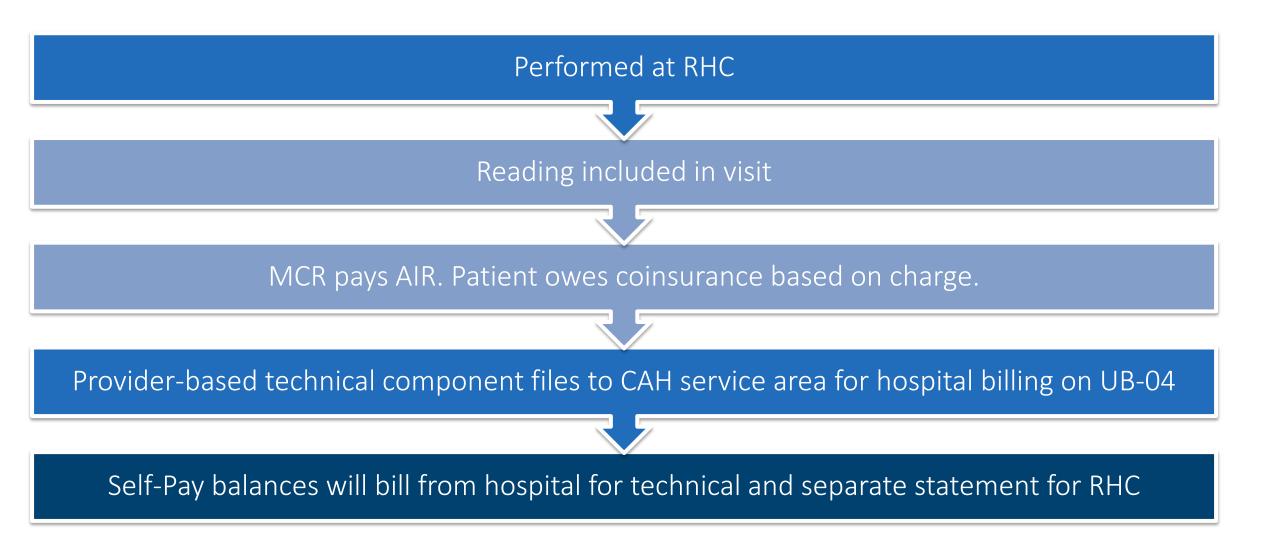
## **EKG** Performed

STROUDWATER



	Read by RHC Clinician	Read by MIB Cardiologist	Technical
Claim Type (form)	RHC UB-04	1500	CAH UB-04
Type of Bill (TOB) on UB- 04 or Place of Service (POS) on 1500	TOB - 711	POS - 72	TOB - 851
HCPCS, Modifier	93010	93010	93005
Payment	Included in AIR (All inclusive rate)	80% MPFS (physician fee schedule)	80% reasonable cost
Coinsurance	20% of RHC charge	20% of MPFS	20% of charge





#### EKG Performed and Read by RHC Provider

44 HCPCS/RATE/HIPPS CODE

99213CG

93005

46 SERV UNITS

9182019

9182019

RHC

PO BOX

PATIENT

MEDICARE MAC РО ВОХ

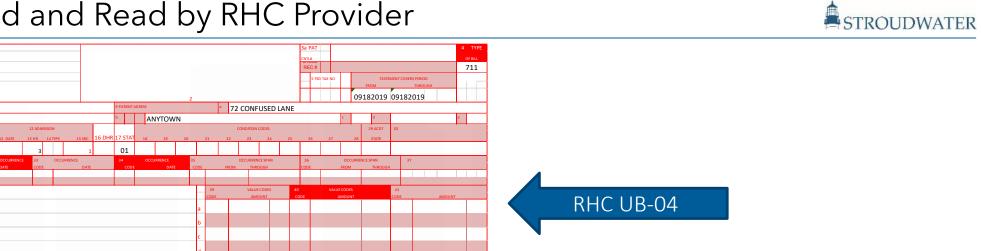
2 REV CD 43 DESCRIPTION

521 EKG

521 EST PATIENT VISIT LEVEL III

11241965

1 SEX



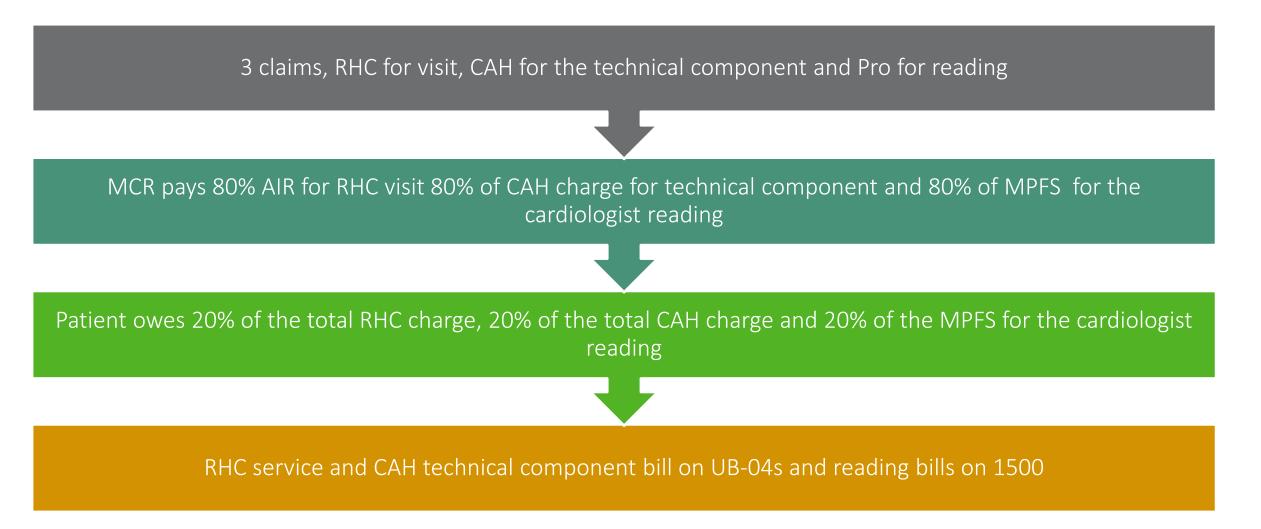
	1 CAH PO BOX							2 9 PATIENT ADRESS								3a PAT					4 TYPE OF BILL 0851	
	b PATIE		11 SEX		12 ADMIS				b	ANYTOWN			CONDITI	ON CODES			c		d 29 ACDT	30		e
CAH UB-04		0CCURRENCE	F 32	12 DATE OCCURRENC	13 HR : 3 E 33	14 TYPE OCCURF	1	16 DHR	17 STAT 01 34	18 19 2 OCCURRENCE	35	21	22 23 OCCUR	24 RENCE SPAN	25	26 36	27	28 OCCURREN	STATE CE SPAN	37		
	CODE	DATE	CODE	DATE	CODE		DATE		CODE	DATE	CODE	39		HROUGH	40	CODE	FF VALUE C	ROM	THROUGH	41		
	MEDICARI	E MAC									а	CODE		MOUNT	co			IOUNT		CODE	AMOUN	r
	PO BOX										b c											
		43 DESCRIPTIO	N							S/RATE/HIPPS CODE	d	_	RV DATE	46 SER	V UNITS		47 T C	OTAL CH		48 N	ON COVERED CH	RGES 4
	521	EKG							99213	BCG		(	0918201	.9			1	1	25 00			

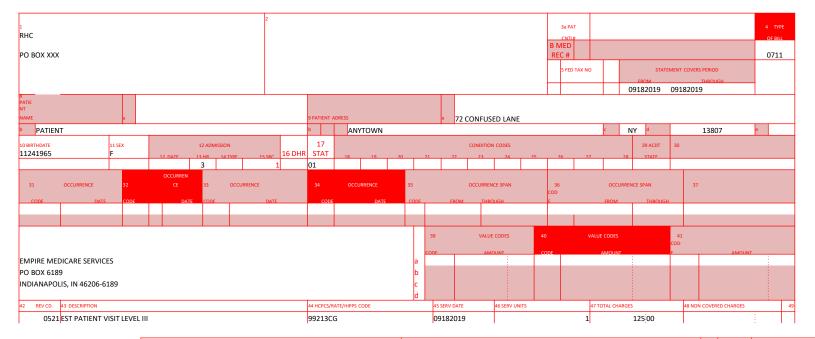
47 TOTAL CHARGES

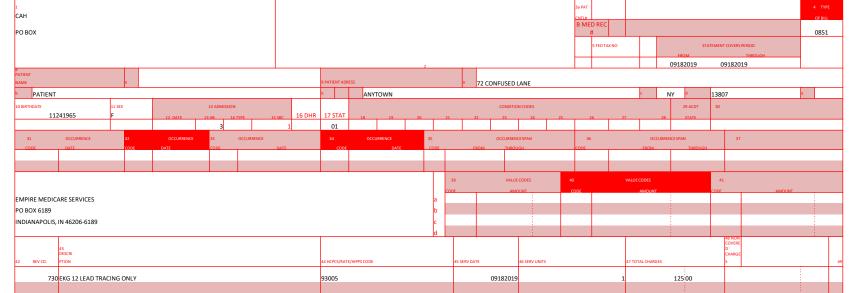
125 00

100 00









## HCFA - 1500

21	. DIAG	inosis o	R NATUR	RE OF ILLI	NESS OR	INJURY Re	elate A-L to se	ervice line belo	ow (24E)				ICD Ind.		22. RESUBN	AISSION				
															CODE		ORIGIN	AL REF. NO.		
	Α.	150.21			B.				C.				D.							
	Ε.				F.				G.				Н.		23. PRIOR	AUTHORIZA		ER		
	I.				J.				К.				L.							
24	4. A.		DATE	s of se	ERVICE		B.	C.	D.	PROCEDU	JRES, SER	VICES OR	SUPPLIES	E.		=.	G.	Н.	l.	J.
		FROM			то		PLACE		(Explai	in Unusual (	Circumstanc	es)		DIAGNOSIS			DAYS OR	EPSDT FAMILY	ID.	RENDERING
N	1M	DD	YY	MM	DD	YY	OF	EMG	CPT/HCPCS		MOD	IFIER		POINTER	\$ CH/	ARGES	UNITS	PLAN	QUAL.	PROVIDER ID. #
1			_	_	_	_														
	9	18	19				72		93010	72				А	1	.25 00			NPI	
-																				
4																				

Patient seen in a hospital for subsequent hospital visit Diagnosis acute systolic Congestive Heart Failure Medicare Method II – bill on UB Reimburses 115% Physician Fee Schedule Coinsurance and deductible applies

HCPCS	CHARGES	PAYMENT	CO-INSURANCE
99232	\$175.00	80% of allowed amount	20% of allowed amount



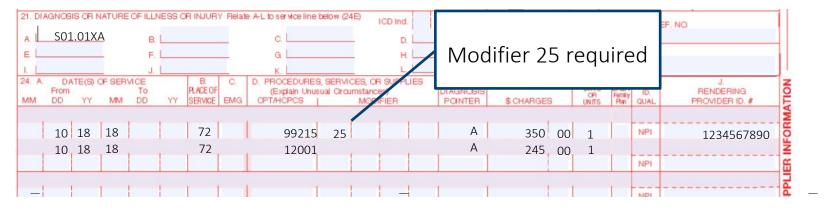
#### UB-04 – Provider Based Method II

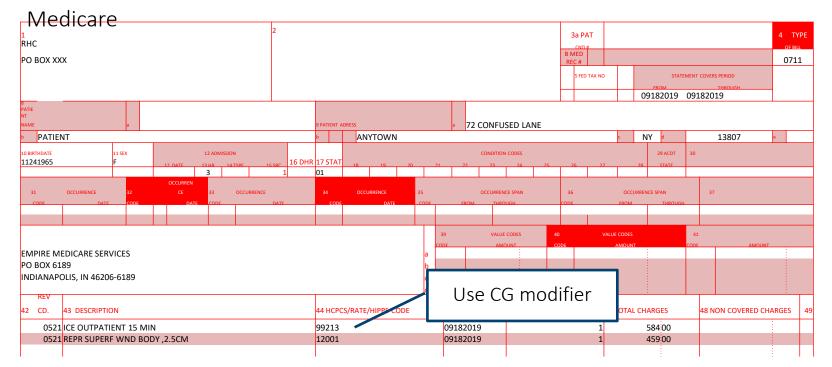
1					3a PAT				4 TYPE
LITTLE FALLS HOSPITAL					CNTL#				OF BILL
PO BOX					REC #				0851
					5 FED TAX	NO	STATE	MENT COVERS PERIOD	
							FROM	THROUGH	
	2						09182019	09182019	
8 PATIENT NAME a	9 PATIENT ADRESS		<sup>a</sup> 72 CONF	USED LANE					
PATIENT	ANYTOWN					с	NY d	13807	e
10 BIRTHDATE 11 SEX 12 ADMISSION			CONDITION	CODES			29 ACDT	30	
11241965 F 12 DATE 13 HR 14 TYPE 15	SRC 16 DHR 17 STAT 18 19 20	21	22 23	24 25	26	27	28 STATE		
3	1 01 D7								
31 OCCURRENCE 32 OCCURRENCE 33 OCCURRENCE	34 OCCURRENCE 35		OCCURREN	CE SPAN	36	οςςι	JRRENCE SPAN	37	
CODE DATE CODE DATE CODE	DATE CODE DATE C	ODE	FROM THRO	DUGH	CODE	FROM	THROUGH	1	
	II	39	VALUE	CODES 4	)	VALUE CODES	,	41	
		CODE	AMC		ODE	AMOUN	T ,	CODE AMOUNT	
EMPIRE MEDICARE SERVICES		а							
PO BOX 6189		b							
INDIANAPOLIS, IN 46206-6189		с							
		d							
42 REV CD 43 DESCRIPTION	44 HCPCS/RATE/HIPPS CODE	45	SERV DATE	46 SERV UNITS		47 TOTAL	L CHARGES	48 NON COVERED CHA	RGES 49
0987 SUBSEQUEBT HOSPITAL VISIT	99232		09182019		1		175 00		

## RHC Clinic Visit Commercial Vs. Medicare



#### Commercial Insurance:





## Useful Links

- <u>https://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/downloads/som107ap\_g\_rhc.pdf</u>
- <u>https://www.hrsa.gov/advisorycommittees/shortage/Meetings/20100922/rhcandfqhc.pdf</u>
- <u>https://www.cms.gov/Medicare/Medicare-Fee-for-Service-Payment/FQHCPPS/Downloads/RHC-Qualifying-Visit-List.pdf</u>
- <u>https://www.cms.gov/Outreach-and-Education/Medicare-Learning-Network-MLN/MLNMattersArticles/downloads/MM9269.pdf</u>
- <u>https://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/Downloads/bp102c13.pdf</u>
- <u>https://www.cms.gov/Medicare/Provider-Enrollment-and-</u>
   <u>Certification/CertificationandComplianc/Downloads/CertandComplianceProcess.pdf</u>

## QUESTIONS

## ANSWERS



Amy Graham Stroudwater Associates <u>Agraham@stroudwater.com</u> (T/F) 207-221-8283 (M) 561-628-0066

Stroudwater Crossing 1685 Congress St. Suite 202 Portland, ME 04102



Our team is driven each day by the conviction that every rural community deserves a compassionate and quality healthcare delivery system. From Alaska to Maine, we partner with healthcare leaders to sustain and strengthen the vital role rural health systems play in America.

Stroudwater Associates is a private healthcare consulting firm serving a national healthcare market consisting of government and quasi-government agencies, community-based organizations, major academic and tertiary centers, rural and community hospitals, physician groups, and provider organizations. We offer, among others, the following services:

- Hospital operational plans
- Quality/Performance Improvement
- Strategic planning
- Master facility planning
- Hospital/RHC/FQHC financial analysis
- Access to capital options analysis
- Post-acute strategies
- Physician practice evaluations and valuations

- CAH feasibility studies
- Primary care options analysis
- Delivery system integration
- Clinical service planning
- Network development
- Affiliation strategy
- Physician contracting/compensation support

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