



STERLING

MANAGEMENT & CONSULTING

Growing healthcare in a whole new direction...

Hospital Services
2009

Contents

We take pride in your success!

The best kind of vision is insight!

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Services

Our team of specialists are unmatched!

Summary

Sterling Management & Consulting provide solutions for a wide variety of consultative, accounting and financial services to hospitals and healthcare systems. From large tertiary private and publicly owned hospitals, to surgery centers and urgent care facilities, Sterling Management & Consulting senior-level professionals provide you with an uncommon level of understanding of the healthcare industry. Our clients know they can count on us for candid advice and efficient delivery.

Sterling's knowledge of the revenue cycles, compliance, operational management, transactional matters and litigation support, allows us to provide real-world solutions for every facet and phase from planning to growth or merger of your organization.



Administration

Solutions that are customized to work for you!

Interim & Permanent Administrative Solutions

There are many reasons to implement an interim administrator. Many times a former administrator leaves and the situation requires drastic change in organizational performance. This can be a hard position to recruit for due to the fact that many administrators would rather have a root canal, than sacrifice their curriculum vitae to the political wrangling that often accompany the turmoil of change.

When deciding on your solution, you'll want someone with the experience to get the job done correctly. Sterling's experienced interim administrative solution has a track record of success, and allows for an organization to get on it's feet and growing. Here are some reasons interim management is helpful:

- Because sometimes it dis-serves the organization to leave a key management position vacant,
- Sometimes it's possible to develop an in-house candidate for advancement before the vacancy occurs / sometimes there isn't any in-house candidate available.
- Sometimes it won't do the organization any harm to leave a position vacant for a while / sometimes quality patient care depends upon, regulatory bodies expect, and the financial health of the organization requires that key management positions be filled with competent individuals.
- Sometimes the search for the next regular permanent manager can be concluded quickly / sometimes the search can drag on for several months and even longer.
- Sometimes someone on staff can cover the vacancy / sometimes no one on staff has the knowledge-base or time to take on additional duties.
- Sometimes money can be saved by leaving the position vacant / sometimes the lack of a capable manager costs more than it saves.
- Sometimes things are going so well that the operation can just coast until the regular permanent candidate is hired / sometimes problems need to be fixed, opportunities need to be realized, before the regular permanent candidate is hired.
- Sometimes patients and physicians are understanding about why things aren't running smoothly / sometimes patients and physicians just want things to run smoothly regardless.

Ultimately, the appointment of an interim administrator allows the faculty and staff to breathe a bit, and gain some perspective on their situation. Often times interim administrators can stay on as permanent solutions if desired.



Operations Management

New reimbursement and compensation formula, billing guidelines and compliance requirements are just a few of the forces that impact the business of medicine.

While Sterling provides a wide range of services, our particular focus on the fundamentals of business management is where we can deliver unmatched value.

Sterling has a high level of proven success working with single and multi-site medical groups, rural hospitals, critical access hospitals, large hospital-owned physician networks and medical practices to improve capturing, billing and collecting of revenue.

Sterling's Revenue Cycle/Operations Improvement services include:

- Comprehensive Revenue Cycle performance improvement for physician practices and hospitals.
- Hospital / Practice operational assessments.
- Billing and Collection performance improvement.
- Accounts Receivable analysis.
- Staff training.
- Written and customized policies and procedures.
- Management and financial reporting solutions.
- Building/integrating operations and financial processes following a merger, acquisition or divestiture.
- Outpatient facility billing, including APC implementation and analysis.
- Information System selection, implementation, and performance improvement.
- Health Information Management Department Consulting/Outsourced Management.
- Charge Master Analysis.
- Proformas





Strategic Planning

Strategic planning is integral for the success of any organization. For healthcare, coping with a constantly changing environment makes a strategic plan crucial for making sound decisions to ensure continued market viability and a strong financial position.

At Sterling, we have worked with many organizations that have experienced the growing pains and financial challenges that could have been avoided with a comprehensively conceived and well implemented strategic business plan.

Sterling will perform the necessary market analysis, develop and access business options, and deliver the required financial models to produce a planning document that will provide you with the toolset your organization needs to make informed decisions.

Sterling's Strategic Planning services include:

- **Market Analysis.**
- **Feasibility Studies.**
- **Financial Analysis.**
- **Facilitation of the planning process.**
- **Board Retreat Preparation and Facilitation.**
- **Planning Document Development.**

Business Office

Maximizing your cash-flow with proven solutions!

Billing & Collections

A special concern for hospitals is the ability to accurately bill and collect for services rendered. At Sterling, we understand that accurate billing & coding requires not only training at all levels of an organization, but maintenance of current knowledge and adaptation to changing billing regulations.

Our consultants perform assessments and audits on billing and coding activities to ensure compliance with these changes, followed by hands-on training based on the results. Our staff is able to conduct your audits directly or, when attorney-client privilege may be necessary, through legal counsel.

CONTRACT BILLING SERVICES

- A/R Consulting Services
- Online Medical Billing and Coding Consultations
- Monthly, Quarterly, Semi-Annual and Annual Audits to ensure the accuracy of billing, coding and collections.
- Customized monthly Financial Reports.
- Analyze and use the correct modifiers to increase revenue.
- Analyze denials and create appeal forms that are customized to the practice's needs.
- Consultations and training for the entire staff.
- Collection Management
- Generate monthly statements to patients.
- Generation of various reports pertaining to account receivables, insurance denials, charges and payment/reimbursement.
- Appeal claims or generate appeal letters on your behalf.
- Ensure a higher percentage of accurately submitted claims and a lower rejection rate.

ANALYSIS OF FEE SCHEDULES

- Develop a Competitive Fee Schedule using Conversion Factors and Geographical Market indexes.
- Compare Current Fee Schedules with the average allowable by payer.
- Structure a Fee Schedule for physicians that are forming a new group



Legal Services

Sterling Management & Consulting attorneys provide a full range of legal services to our clients in the healthcare sector. These services include, but are not limited to:

- Stark Compliance
- Anti-Kickback Regulations
- Planning, formation, and operation of healthcare entities.
- Negotiation and representation of healthcare entities and providers in business undertakings, sales, acquisitions, practice expansion into ancillary areas, and mergers.
- Negotiation and contract formation in the acquisition and delivery of healthcare products, services, provider participation agreements, and non-compete contracts.
- Representation of providers and healthcare entities in connection with state and federal regulatory compliance and licensing matters.
- Representation of healthcare entities in audit and reimbursement matters.
- Counseling on fraud and abuse issues and self-referral matters.
- Representation of physicians in connection with peer review, credentialing, privileges, and grievance matters and procedures.
- Litigation arising out of or related to the foregoing matters.
- Expert Witnessing





Accounting Services

Sterling Management & Consulting Certified Public Accountants and financial analysts take pride in your financial success.

With our hands-on approach, we regularly visit your office to get a better feel for your business and financial goals and needs. Knowing how important financials are, we give you easy and convenient access to our services so we are there when you need us most.

- On / Off site Company Bookkeeping
- Payroll and Benefit Administration
- Financial Statements & Audits
- Board Reports

Compliance

With Sterling's skilled team behind the wheel of your organization compliance, processes become streamlined freeing valuable resources. Our experienced team will help refine your current compliance procedures, develop processes, and train your staff in:

- HIPAA audit and implementation programs
- STARK & Anti Kickback audits.
- Human Resource Auditing.
- Chart compliance program
- Complete Risk Management program and implementation.
- Quality Assurance program and Process improvement auditing
- Physician Office compliance program for HIPAA, QA with Process improvement.
- Complete Credentialing program and management for physician's offices.



Human Resources

Successful companies realize they must constantly re-evaluate and redesign themselves. They are attuned to the importance of their human resources to their overall success. Increasing competitive pressures demand a multi-skilled, motivated workforce that is flexible and adaptable to change. To truly compete, companies must be committed to the motivation and development of their employees. A focus on the human resource development of an organization translates to profitability because of enhanced performance and revitalized efforts of the workforce.

Sterling recognizes that the demand on human resource professionals is intensifying with the accelerating need to change at a moment's notice, reduced work forces, and increased competitive pressures.

Sterling's hands-on approach and expertise has become a powerful HR tool in the following areas:

- Employee Training & Development
- Supervisor / Manager coaching
- Payroll & benefits Administration
- Performance Management
- Employee Handbooks
- HR Audits, Policies, Outsourcing
- Compensation management
- Recruiting





Marketing

Our clients range from large hospitals to private businesses, giving your unique entity a deep well of experience with proven outcomes to achieve the best success in your area of ambition.

Our client's advertising, public relations, and sales goals are as diverse as are their organizations and the markets in which they practice. The common denominator is that they count on the value of our specialized knowledge and capabilities to help them win!

- **Brand development** - creating a distinctive look and feel to your business that increases awareness.
- **Brochures** - putting your best face on an important business tool.
- **Websites** - a must-have that can help you work smarter, not harder.
- **Website management** - taking the guesswork out of locating your site on the massive World Wide Web.
- **E-newsletters** - staying in touch in an informative way.
- **E-mail programs** - effectively utilizing one of the nation's chief communications mediums.
- **Print ads** - for the external extension of your brand.
- **Direct mail** - targeting your message to increase response.
- **Staff coaching** - getting these important people on board with your vision.
- **Business representative training** - solidifying current referral relationships and creating new ones.
- **Media relations** - developing contacts in radio, TV and print who can tell your community about you and your business.
- **Media planning** - helping you navigate confusing water.
- **Mystery shopper program** - a staff coaching tool that provides real world input.
- **Radio, TV advertisements** - When a large audience makes sense for your message.
- **And more...**

Information Technologies

Sterling's skilled team will take the confusion out of keeping your organization up-to-date and running smoothly. From assessment audits, to complex system integration, Sterling's team is there to make sure you have the best!

NETWORK

Design, implement, and maintain multi-tiered/segmented networks providing customized access and security to allow multiple service groups to communicate and collaborate.

Including:

- Work with local ISP to provide internet and WAN access
- Router, Switch, Client configuration
- Cabling and infrastructure
- Firewall and security
- Virtual Private Networks for remote access
- Virtual local networks to segment and secure separate service groups on the same network.

SYSTEM ADMINISTRATION

Server/Desktop system administration including:

- Maintaining server availability and accessibility
- Mobile device access and support
- Desktop and terminal service clients
- Peripheral devices including printing, scanning, etc.
- Update management and administration

APPLICATION SUPPORT

Server/Desktop specific application support for medical programs including setup, administration, maintenance of:

- Databases – current and custom
- EMR's
- Web presence and dynamic, custom applications
- Dashboarding
- Custom reports
- Desktop applications and client support
- Office suites, etc.



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