

SCALE+
physician group



Payer Network Performance Optimization

Advancing payer networks to yield better results

Evolving Market Trends Are Drawing Payer Stakeholders Closer to Day-to-Day Physician Practice Operations

- Payer ecosystem stakeholders are being asked to take on an expanded portfolio of assets, services and administrative responsibilities in order to effectively compete and grow
 - Emerging reimbursement structures, care coordination models, data analytics platforms, new payer market entrants
- Increasingly, payer market stakeholders are focusing on their vested interest in organizing & optimizing performance across their provider networks

Key Payer Market Trends

Services

- Migration into practice ownership & on-going management
- Growing administrative, data analytics and reporting coordination required between payers, payer-intermediaries and provider networks
- At-risk reimbursement models that require robust care coordination planning, oversight and controls

Competitive Landscape

- New market entrants vying for share of provider & member market
 - E.g., new ACOs, IPAs, Medicare ACO plans
- Consolidating physician practice market, most recently accelerated via private equity investment, resulting in more organized and powerful negotiating counterparts
- Payer intermediaries desire to retain independence and yet are increasing required to collaborate with the ultimate underwriting payer

Regulatory

- Responding to an evolving regulatory landscape
 - ACA
 - MIPS
 - Growing outpatient / ASC approved procedure list
 - Telemedicine regulations
 - Contemplation of relaxed policies to facilitate care coordination

Factors Increasingly Contributing to Payer Performance Excellence



Provider Network Growth & Development	<ul style="list-style-type: none">• Defining target provider network size and composition, as well as execution strategies to achieve the same• Effective corporate development for practice acquisition<ul style="list-style-type: none">○ Sourcing○ Diligence, transaction structuring and deal execution○ Post-close integration• Targeted de novo initiatives to augment presence in specific specialties through cost effective strategies<ul style="list-style-type: none">○ Provider syndication & recruitment○ Associate Physician development
Provider Network Management & Performance Optimization	<ul style="list-style-type: none">• Robust network-wide operational program<ul style="list-style-type: none">○ Reasonable and clearly defined practice & provider key performance indicator goals○ Standardized operational program with strong reporting, controls and oversight○ Organized collaboration between key stakeholders – communication, exchange of lessons learned / best-practice, care coordination• Organized, recurring, collaborative & analytically-driven payer contracting partnerships• Supporting practice management capabilities that facilitate performance excellence in-line with the target network-wide operational program<ul style="list-style-type: none">○ Operational Oversight & Workflow Standardization○ Staffing & Talent Management○ Revenue Cycle Management○ IT / Data Analytics○ Marketing & Same Store Growth○ Customer Service Excellence

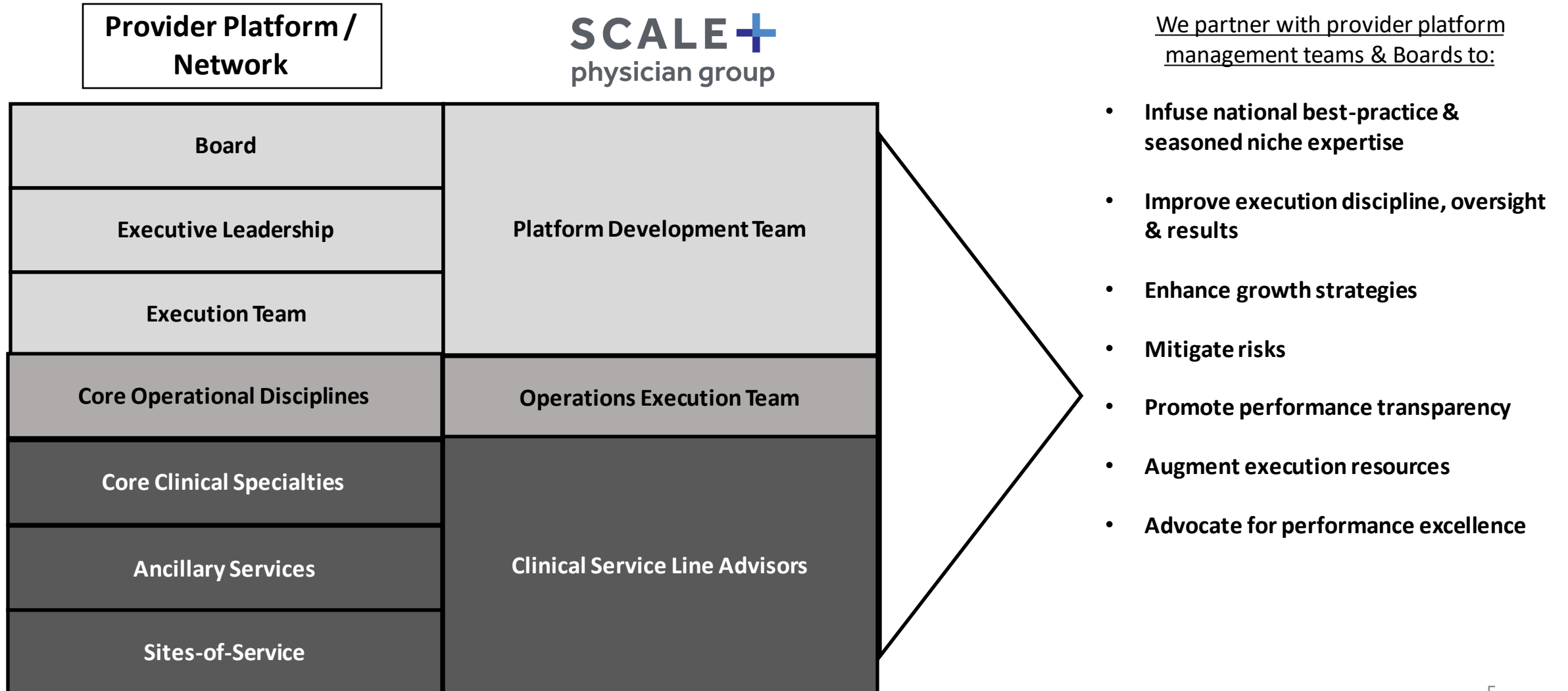
Factors Increasingly Contributing to Payer Performance Excellence



Provider Management & Engagement

- Incentive alignment
- Inclusion through structured communication channels, meeting schedules and decision-making forums
- Performance clarity
 - Timely and thoughtful executive summary reporting & analytics
 - Organized initiative rollout training
 - Strong performance auditing with user-friendly communication of results

SCALE's Services Platform Drives Execution Results Provider Networks





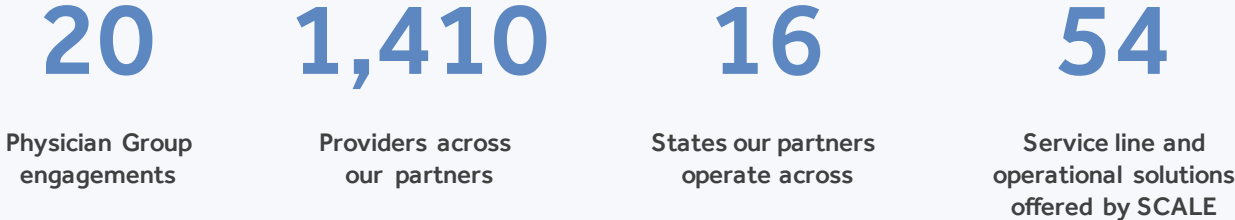
Provider Network Management

- Strategy development & execution oversight
 - Network-wide operational oversight and standardization
 - Provider engagement
 - Value-based care program implementation
- Supporting practice management services (advisory, execution oversight and / or full-service)
 - IT / Data Analytics
 - HR
 - Marketing
 - Payer contracting
 - Revenue cycle

Strategy, Growth & Development

- Provider practice corporate development
 - Practice acquisition
 - De novo practice development
- Payer-owned MSO development
- Site-of-service development (e.g., ASC)
- Clinical & ancillary service line development
- Independent intermediary communications between key stakeholders – payers, payer intermediaries, providers

Our partners represent a broad network























Our team's extensive and diverse expertise



SCALE partners



 <p>Physical Therapy New York</p>	 <p>ER & Hospital Staffing California</p>	 <p>Epilepsy New York</p>	 <p>Pharma / Infusion</p>	 <p>Multispecialty Texas</p>
 <p>Physical Therapy New Jersey</p>	 <p>Dermatology Pennsylvania</p>	 <p>Women's Health New York</p>	 <p>Orthopedics</p>	 <p>Boston COVID-19 Homeless Field Hospital</p>
 <p>Air Ambulance Florida</p>	 <p>Autism Texas</p>	 <p>Ophthalmology New York</p>	 <p>Neurosurgery New Jersey</p>	 <p>Urology Ohio / New York</p>
 <p>Multispecialty California</p>	 <p>Ophthalmology Florida</p>	 <p>Pain Management Texas</p>	 <p>Vascular Texas</p>	 <p>Orthopedics Nevada</p>

*Completed engagement



SCALE Prior Experience

Select SCALE team representative experience



Payer contracting and strategy

Payer Leadership

- Regional President of Cigna Healthcare
- Executive Vice President and Chief Operating Officer of AmeriChoice, a UnitedHealth Group company offering healthcare coverage to Medicaid beneficiaries
- CEO of Uniprise, a \$7 billion division of UnitedHealth Group,
- Chief Marketing Officer of UnitedHealth Group
- Senior Vice President of Commercial Business at CIGNA Corporation
- CEO of Gettysburg Health Administrators & Mid-Atlantic Managed Care Organization
- Anthem's Staff Vice President of Product Innovations and Development focused on optimizing CareMore's care delivery model
- Optum's Vice President of Risk Enablement Solutions, working with healthcare provider systems on their risk-based program execution

Medicare Advantage & IPA Leadership

- Served as President of HealthSpring, one of the largest Medicare Advantage plans in the United States; the company was acquired by Cigna Corporation.
- CEO of a 150-physician multispecialty provider group and, in this role, transitioned the group to be contracted with multiple Medicare Advantage IPAs
- CEO of an IPA with an employed multispecialty group and, in this role, developed a network of providers to support Medicare Advantage & Commercial risk lives - 30,000 Medicare Advantage lives under risk contract with a network of 1,000 physicians and ancillary services.
- Developed a multispecialty physician platform that ultimately became the foundation of a Medicare Advantage IPA
- Served as CIO at an MSO that serviced IPAs in California's Inland Empire and included comprehensive TPA – Knox-Keene capabilities; flagship client represented over 200 physicians in Redlands, Highland, Yucaipa, Banning and Colton
- Served as CIO and Operations Manager of DCIPA, a physician-led organization and a county contractor of the Oregon Health Plan. DCIPA/Architrave provides care to 16,000 Douglas County residents and included a billing company, an electronic health record and over 30 physician practices. DCIPA is a stakeholder in ATRIO, a Medicare Advantage plan and a DME company

ACO Development Case Study

- **Situation Overview**
 - Acquired an ACO with Medicare Shared Savings Program participation
 - Aggregated a 45-provider group
- **Execution Strategy**
 - Improved coding to assist risk score benchmarking
 - Closed gaps on and improved strategies around data submission
 - Created payer data ingestion and reporting IT systems through Tableau and distributed reports to all participants through use of secure SharePoint platform
 - Configured Salesforce and provider relationship management platform
 - Created a new complementary provider group de novo as an additional participant in the ACO – grew to 40 providers
- **Results**
 - Executed ACO contracts with Horizon BCBS, Aetna, United and Cigna
 - Distributed shared saving to provider participants in Year 4

Select SCALE team prior leadership highlights



Our team's prior Medicare Advantage, IPA, and Payor leadership experience

- **President of HealthSpring.**
 - One of the largest Medicare Advantage plans in the United States. The company was acquired by Cigna Corporation.
- **CEO of a 150-physician multispecialty provider group.**
 - Transitioned the group to be contracted with multiple Medicare Advantage IPAs.
- **Developed a multispecialty physician platform that ultimately became the foundation of a Medicare Advantage IPA.**
- **CIO at an MSO that serviced IPAs in California's Inland Empire and included comprehensive TPA – Knox-Keene capabilities.**
 - Flagship client represented over 200 physicians in Redlands, Highland, Yucaipa, Banning and Colton.
- **Executive Vice President and Chief Operating Officer of AmeriChoice.**
 - A UnitedHealth Group company offering healthcare coverage to Medicaid beneficiaries.
- **Regional President of Cigna Healthcare.**
- **Staff Vice President of Product Innovations and Development at Anthem.**
 - Focused on optimizing CareMore's care delivery model.
- **Vice President of Risk Enablement Solutions at Optum.**
 - Worked with healthcare provider systems on their risk-based program execution and related services for ACOs and ACO-like organizations across all lines of business.





The SCALE Team



Tracy Bahl

Tracy Bahl is an Operating Partner, National Payor Strategy at SCALE Physician Group.

Tracy brings over 20 years of senior leadership experience in the healthcare industry to SCALE. Most recently, he was the President & CEO of OneOncology, a partnership of independent community oncology practices with over 242 oncology providers and 134 care sites across the country.

Previously, Tracy was the Executive Vice President of Health Plans at CVS where he was responsible for growth, profitability and performance of the company's business serving health plans, insurance companies and other health care payers. He was also a former Special Advisor to General Atlantic Partners, a \$17 billion global growth equity investment firm, where he worked with the healthcare team to identify, pursue, evaluate, execute, and close investments in the global healthcare services sector.

Tracy held the positions of CEO at Uniprise, a \$7 billion division of UnitedHealth Group, Chief Marketing Officer at UnitedHealth Group, and Senior Vice President of Commercial Business at CIGNA Corporation.

Tracy received his BA in Business, Health, and Exercise Science from Gustavus Adolphus College, and MBAs from Columbia Business School and London Business School.



Robert Dondes

Robert Dondes is the Chief Advisor of Managed Care & Payer Networks at SCALE Physician Group.

Robert brings over 30 years of senior healthcare management expertise to his role at SCALE. He is the President of Concert LLC at UPMC Pinnacle in Harrisburg, PA, an integrated health alliance. He was recruited by the CEO to turn around relationships with payors, renegotiate insurance carrier contracts, and collaborate with clinical leadership teams to improve and exceed quality metrics. Subsequently he built a denovo clinically integrated network (CIN) among two health systems (UPMC Pinnacle and UPMC Susquehanna) along with regional primary care and specialty physicians to deliver at-risk high quality healthcare services for the region.

Prior to UPMC Pinnacle, Robert held CEO positions concurrently for two companies, Gettysburg Health Administrators, Inc. and Mid-Atlantic Managed Care Organizations, jointly owned by private investors (family office). He directed revenue diversification efforts for both organizations and built balance sheets to attract acquirers. Previously Robert was President & CEO of Health Central, Inc., CEO of Toledo Health Plan at Healthwise of America, Inc., and Founding Principal & COO of Wellcare Management Group.

Robert graduated from the University of Michigan with a BS in Integrated Pre-Medical. He received his MD in Medical Studies from the University of Michigan Medical School, and his PhD in Biochemistry and Toxicology. He served on the Board of Directors at PMSCO, Council of Healthcare Advisors, and currently serves as a Board Member for Home Helpers (HH Franchising Inc.).

Chief Advisor, Executive Payor Strategy & Corporate Health Clinics



Mike Mirt

Mike Mirt is the Chief Advisor of Executive Payor Strategy & Corporate Health Clinics at Scale Physician Group.

Mike brings more than 40 years of leadership experience in the healthcare industry.

Recently, Mike was Executive Chairman of Premise Health. Previously, he was President of HealthSpring, one of the largest Medicare Advantage plans in the United States. The company was acquired by Cigna Corporation. Prior to that, Mike was Executive Vice President and Chief Operating Officer of AmeriChoice, a UnitedHealth Group company offering healthcare coverage to Medicaid beneficiaries. He is also the former regional President of Cigna Healthcare.

Mike currently serves on the Board of the Interfaith Dental Clinic. He served on the board of New Century Health and the Down Syndrome Association of Middle Tennessee. Mike received both his bachelor's and master's degrees in healthcare sciences from Wichita State University.

Chief Advisor, Primary Care, Medicare Advantage, ER Staffing & Hospital-Based Physician Services Programs



Mike Reed

Mike Reed is a Chief Advisor of Primary Care, Medicare Advantage, ER Staffing & Hospital-Based Physician Services Programs at Scale Physician Group.

Mike brings more than 35 years of experience in health care leadership, having served roles as a hospital administrator, as well as a physician practice, population management market, healthcare M&A and healthcare business development executive.

Mike recently served as Head of Strategy and Business Development at The Oncology Institute. Prior to joining The Oncology Institute, Mike served as the Chief Growth Officer at Titanium, the Chief Development Officer for Alteon Health (a private equity owned emergency medicine/hospitalist company), the President of HealthCare partners of Nevada, president and chief executive officer of TeamHealth Hospital Medicine in Sunrise, Florida. His career also includes serving as the president of Florida Acute Care Specialists in Sunrise, Florida, chief operating officer and chief development officer of Pinnacle Health System in Las Vegas.

Mike received a Master of Public Health in health service management and hospital administration from the University of California Los Angeles. He also earned a bachelor's degree in health services management from California State University Dominguez Hills, and an associate's degree in prosthetics and orthotics from Cerritos College in Cerritos, California.



Suniti Ponshe

Suniti Ponshe is the Chief Advisor of Payor Contracting Strategy at Scale Physician Group.

Suniti is a Partner at the Newport Board Group, a multidisciplinary expert network advisory services firm. Previously, Suniti served as Anthem's Staff Vice President of Product Innovations and Development focused on optimizing CareMore's care delivery model.

Prior to that, she was Optum's Vice President of Risk Enablement Solutions. In this role, Suniti worked with healthcare provider systems on their risk-based program execution and related services for ACOs and ACO-like organizations in all lines of business. She also worked with several health systems across the country in Medicaid transformation initiatives such as DSRIP, value-based payments and others.

During her career, Suniti served as Managing Director of Health and Public Services at Accenture, as well as Associate Partner of IBM Global Business Services' healthcare practice and CIO for large health systems and start-ups.

Suniti has worked as a consultant for CMS, advising on various components of the Affordable Care Act implementation. She also worked as a consultant for The Office of the National Coordinator (ONC) for Health Information Technology, supporting various programs, including Electronic Health Record Certification, Meaningful Use; SHARP research, and various other health IT policies and programs. Suniti attended Texas Tech University and the University of Bombay.



Jeff Kahn

Jeff Kahn is the Chief Advisor of Executive Search at Scale Physician Group.

Jeff is the Founder and CEO of TEAMWORx Health, an executive search firm focused solely on the healthcare sector, and clients include private equity and venture capital sponsors, public corporations, and non-profit entities.

A deep passion for healthcare and connecting great people has helped Jeff create a vast network of relationships across the healthcare sector. As a talent scout and a dedicated student of business philosophies, clients entrust him to help make some of their most critical decisions regarding the construct of their leadership teams, and candidates rely on his unbiased counsel as they navigate their careers.

Prior to TEAMWORx, Jeff was the Founder and CEO of Continuum Search, a national boutique retained search firm, and prior to that was a Partner in a retained search firm based in Boulder, Colorado. Jeff began his career as an attorney, providing clients with legal counsel regarding securities, finance, mergers, acquisitions, and other business matters.

Jeff is active in local and national non-profit organizations focusing on healthcare, education, and public policy; he is on the Ambassador Board for Project C.U.R.E., and was a 2-term Board Director of the American Diabetes Association.

Jeff earned his BA from Washington University in St. Louis, his JD from the Chicago-Kent College of Law, and is a Member of the Colorado Bar (inactive).



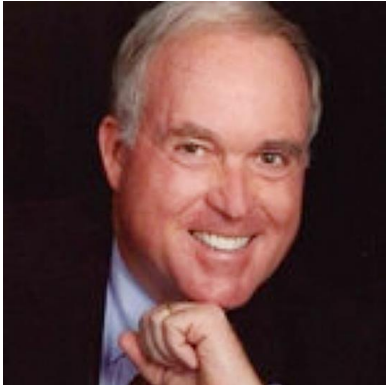
David Kovel

David Kovel is the Chief Advisor of IT & Data Strategy at SCALE Physician Group.

David currently leads the information systems technology department as CIO for Continuum Health Alliance, a management services organization. He oversees all of Continuum's technology services, operations, and applications, while supervising strategic planning to ensure that Continuum and its healthcare clients are at the forefront of technological developments that maximize service and efficiency.

A seasoned healthcare technology practitioner, David has served as a senior executive for a number of health care and related organizations. As the interim CIO and senior technology leader for several physician, he has led provider organizations across the country in a variety of markets. He brings deep expertise in technology architecture, information systems planning, strategic technology deployment, operational and business process improvement, application development and implementation, business sourcing services integration, organization development, and change management.

David earned his undergraduate degree from the University of Maryland and holds a Master of Information Systems Management from UMBC. He is a Certified Professional in Health Care Information and Management Systems (CPHIMS) and served on the technology faculty at the Carey Business School of the Johns Hopkins University, teaching Carey MBA students.



Sandy Seay

Sandy Seay is the Chief Advisor of Human Resource Solutions at Scale Physician Group.

Sandy is Chairman of Seay Management Consultants, a full service Human Resources Management firm that has been in operation since 1966 and has more than 400 clients located throughout the United States.

Seay Management Consultants helps clients comply with state and federal employment regulations, as well as develop the policies, procedures manuals and documents employers need to hire and retain employees.

Sandy has held senior HR positions with Burlington Industries, American Hospital Supply Corporation, Roanoke Memorial Hospitals and SESCO Management Consultants.

He is a frequent speaker at management conferences and seminars and has conducted management development workshops throughout the United States and in three foreign countries. Sandy is also the author of a host of articles and management guides in the field of Human Resources Management and Labor Relations.

Among other leadership positions, Sandy has served on the Governor's Advisory Council on Business and Education for the State of Florida, the Human Resources Committee of the Florida Chamber of Commerce, the Board of Directors of the Central Florida Chapter of the Fellowship of Christian Athletes, as well as is past President of the Orlando Rotary Club and currently serves on the Board of Directors of the Holocaust Memorial Resource and Education Center, the Virginia Tech Corps of Cadets Alumni Association, the VPI Cotillion Club Alumni Association and the Distinguished Alumni Board of the English Department at Virginia Tech.



Robert Trenczer

Robert “Bobby” Trenczer is the Chief Advisor of Revenue Cycle Management at Scale Physician Group.

Bobby has served as President of CSI Medical Billing for the past 14 years. In this role, Bobby has achieved mastery of billing for over 30 specialties, practice management systems and EHRs. He has developed a portfolio of custom tools to help CSI Medical Billing’s clients achieve enhanced RCM performance, including a claim scrubbing software to maximize first-time throughput, process automation and workflow tracking. Bobby has implemented Meaningful Use, MACRA/MIPS for clients resulting in physician practice bonuses and cost avoidance, as well as executed PQRS and MIPS reporting for cost avoidance for non-EHR clients.

Prior to CSI Medical Billing, Bobby served as a quality control engineer at Ford Motor Company for 6 years, specializing in scheduling, logistics, and process automation. In this role, Bobby achieved over \$10M in savings from operations and quality improvements, as well as oversaw a 300% improvement in warehouse delivery timing. Bobby also earned a 6-Sigma Blackbelt.

Bobby attended MIT, as well as the U.S. Military Academy at West Point.

SCALE's deep bench of seasoned & diverse healthcare expertise



Platform development & operations execution team



Roy Bejarano
Co-Founder & CEO



Jason Schifman
Co-Founder & President



David Friend
*Chief Advisor,
Restructuring*



Jeff Kahn
*Chief Advisor, Human
Capital Management*



David Kovel
*Chief Advisor, IT &
Data Strategy*



Robert Trenczer
*Chief Advisor, Revenue
Cycle Management*



Tracy Bahl
*Operating Partner,
National Payor Strategy*



Mike Mirt
*Chief Advisor, Executive
Payor Strategy*



Suniti Ponshe
*Chief Advisor, Payor
Contracting Strategy*



Daniel Maimin
*Chief Advisor,
Marketing Strategies*



Susan Silhan
*Vice President, Marketing
& Communications*



Sandy Seay
*Chief Advisor, Human
Resource Solutions*



Kylie Luff
*Senior Advisor, Human
Resource Solutions*



Ernest A. Varvoutis, III
*Operating Partner,
Hospital Systems*



Bill Ingram
*Vice President,
Platform Development*



Rob Popdan
*Analyst, Platform
Development*



Jack Trunz
*Analyst, Platform
Development*



Jack Carrier
*Associate, Platform
Development*



Jonathan Kron
*Operating Partner,
SCALE Europe*



Jatinder Garcha
*Vice President, Platform
Development, SCALE
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Parbinder Kaur
*Vice President, Platform
Development, SCALE
Europe*

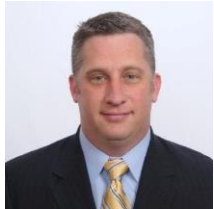
SCALE's deep bench of seasoned & diverse healthcare expertise



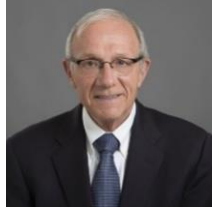
Clinical service line advisor team



Marcello Celentano
Chief Advisor,
Ophthalmology
Provider Platforms



Larry Crist
Chief Advisor,
Urgent Care



Bob DeCresce
Chief Advisor,
Pathology



Laurie East
Chief Advisor,
Pediatric Provider
Platforms



Chad Eriksen
Chief Advisor,
Clinical Research



Steve Fiore
Chief Advisor,
Orthopedic
Provider Platforms



Steven Graubart
Chief Advisor, Micro
Hospitals and Operating
Partner, Texas



William Hughson
Chief Advisor,
Fertility & Dialysis
Provider Platforms



Gilbert Leistner
Chief Advisor,
Telehealth &
Telemedicine



**Gregory Levitin,
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Chief Advisor, ENT
Provider Platforms



Richard Loewenstein
Chief Advisor,
Behavioral Health
Platforms



Dr. Warren Melamed
Chief Advisor, Dental
Provider Platforms



Sean Mullen
Chief Advisor,
Vascular Platforms



Adam Nielsen
Chief Advisor, Home,
Health
& Hospice Platforms



Nicholas Pachuda
Chief Advisor, Medical
Devices



Thomas Petrone
Chief Advisor,
Radiology & Radiation
Oncology



Janice Pyrcce
Chief Advisor,
Behavioral Health
Platforms



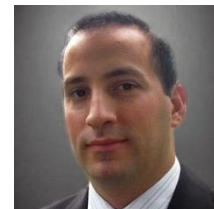
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David Reese
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Infusion & Pharma
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**Keith F. Safian,
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Healthcare System
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Mark Sapner
Chief Advisor,
Telemedicine &
Remote Care
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Steve Straus
Chief Advisor,
Ophthalmology
and Dermatology
Provider Platforms



Dr. Jordan Stewart
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Podiatry Provider
Platforms



Charles Trunz
Chief Advisor,
Hospital Relations
& Urgent Care



James Usdan
Chief Advisor, Dental
Provider Platforms
& Physical Rehab

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