



Hospital System Performance Optimization

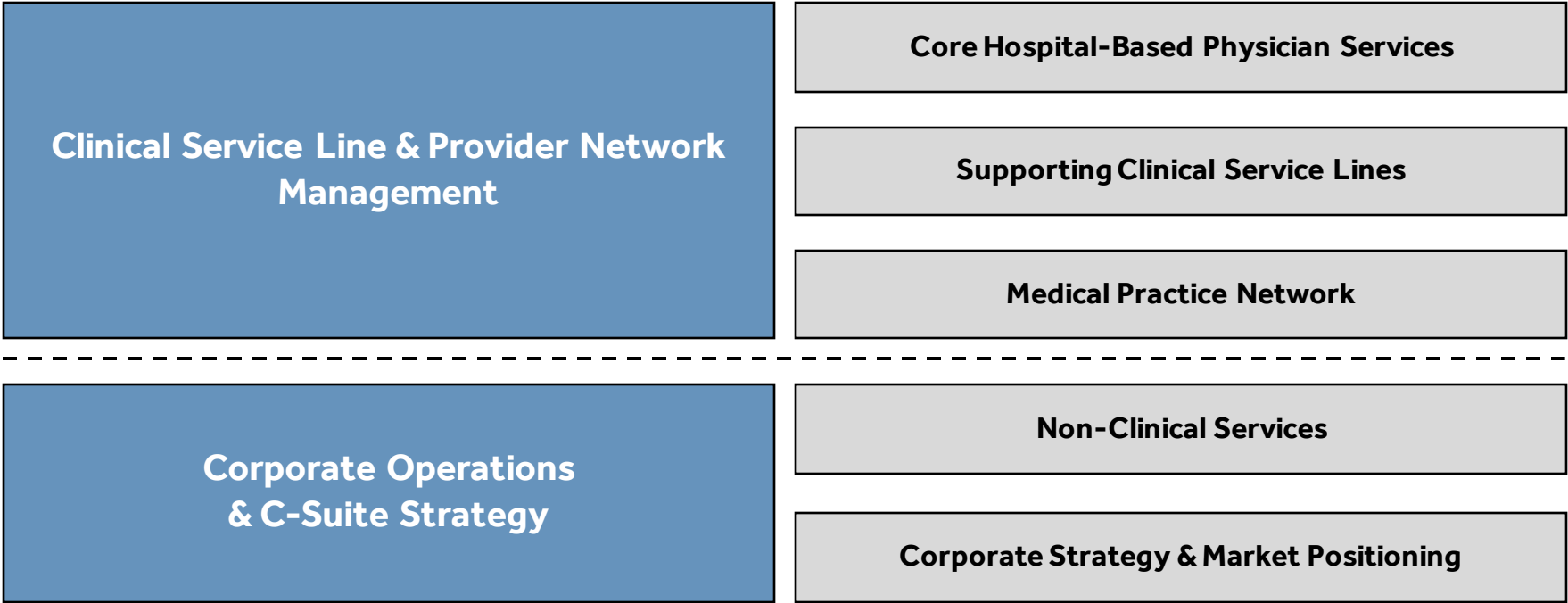
Advancing healthcare delivery systems to yield better results

SCALE's Services Platform Drives Execution Results Across Evolving Hospital System Performance Needs & Strategic Objectives



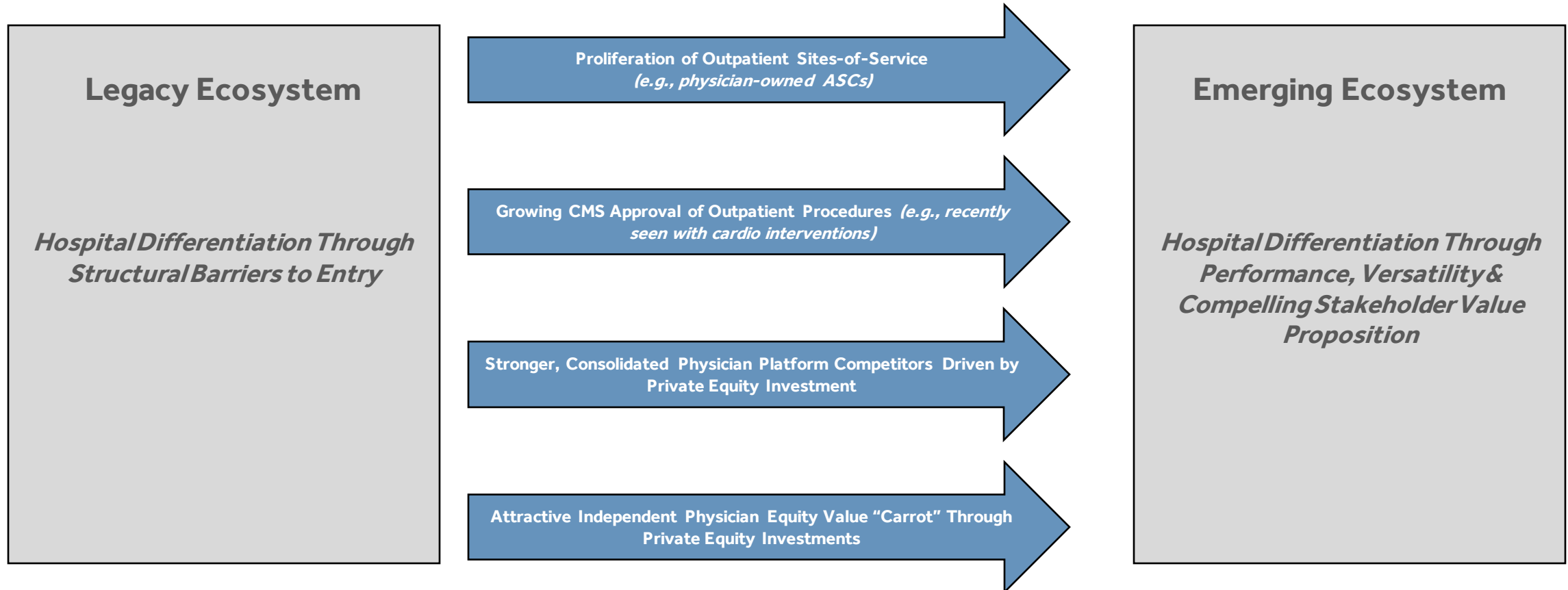
SCALE+
physician group

Hospital System



Hospitals Are Confronting An Evolving Market Landscape

- While hospitals continue to occupy highly strategic positions within local markets, alternatives to hospital-dominated market dynamics are both emerging and strengthening
- As a result, the bar for maintaining - let alone enhancing - hospital competitive positioning is expected to rise



Factors Frequently Limiting Hospital Performance Excellence **SCALE+**

- **High provider turnover & low provider satisfaction**
- **Underdeveloped provider recruitment & retention programs**
- **Pockets of acute financial underperformance across specific divisions & service lines**
- **Opaque clinical, operational and financial execution & performance reporting**
- **Subpar patient experience & quality of service**
- **Undefined “corporate” strategy contributing to vulnerable, or eroding, market positions**

Scale's Hospital System Performance Optimization Services **SCALE+**

Clinical Service Line & Provider Network Management

Core Hospital-Based Physician Services

- **Assessment of in-house vs. outsourced alternatives**
- **Assessment of current service provider**
 - Performance KPIs
 - Service quality
 - Financial terms
- **RFP development & process management**
- **Coordinated oversight of holistic third-party service provider universe**

Supporting Clinical Service Lines

- **Underperforming service line assessment**
 - Strategy, cost savings, & performance improvement planning
 - Performance improvement execution project management
- **On-going performance oversight**
 - Operational best-practice standardization
 - Benchmarking, reporting & analytics
 - Management oversight program formalization

Medical Practice Network

- **Acquired practice integration**
- **Physician governance, compensation & retention planning**
- **Practice management & performance improvement**
- **Same store growth planning & execution project management**
- **Practice migration to population health**
 - Clinical, financial and operational program & incentive alignment

Scale's Hospital System Performance Optimization Services



Corporate Operations & C-Suite Strategy

Non-Clinical Services

- **Revenue cycle management performance assessment & improvement**
- **Payer and population health management strategy**
- **Reporting & Data Analytics**
 - Enterprise-level executive summary reporting
 - Stakeholder-specific reporting & performance communication (e.g. physicians, department leadership, etc.)

Corporate Strategy & Market Positioning

- **Market Positioning**
 - Local market competitive assessment
 - Market positioning augmentation and competitive differentiation augmentation
 - Corporate marketing, branding & community engagement
- **System portfolio assessment**
 - Outpatient vs. inpatient weighting
 - Underdeveloped service lines analysis
 - Incentive alignment across service lines & divisions
- **Strategic partnership development**
- **Corporate development program**
 - Comprehensive M&A strategy across clinical service lines, non-clinical services & physician practices
 - Strategy for competing and / or partnering with private equity
 - Target sourcing
 - Bid differentiation
 - Deal specific diligence & execution support
- **C-Suite & Board advisory**

Our partners represent a broad network

22

Physician Group
engagements

1,410

Providers across
our partners

16

States our partners
operate across

54

Service line and
operational solutions
offered by SCALE

Our team's extensive and diverse expertise

41

Healthcare companies
founded by our team

31

Exits from healthcare
companies our team
has led

116

Healthcare c-suite roles
our team has held



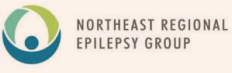



















33

Healthcare private equity
funds our team has advised
(operating partner)

SCALE partners



**Completed engagement*

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



Keith Safian, SCALE's Chief Advisor of Healthcare System Strategy

Former Role: President & CEO

Results Overseen in Role:

- Planned and implemented a growth strategy to rescue and evolve the hospital from the verge of bankruptcy to consistent profits and the widest scope of services.
- Orchestrated the turnaround and sustained growth from an 11% operating loss to operating gains for 23 of 24 years.
- Increased revenues by 450%, from \$40 million to \$230 million.
- Grew Phelps from 50th to 7th largest employer in Westchester (from 800 to 1,700 employees (+110%)).
- Last 5-year Campaign exceeded its \$10 million goal in only 2.5 years; ultimately achieved \$20 million.
- Grew the top line by introducing services ahead of market/demographic shifts, including:
 - Biologics infusion center
 - 12-place hyperbaric chamber
 - Advanced endoscopy with all-private-rooms
- Doubled the physical size of the hospital including two medical office buildings, a 750-spot parking garage, MRI Center, and a new all-private-room E.D.
- Built an all private room medical office buildingsurgi-center and received state approval to use it for inpatients.
- Grew the Press-Ganey Patient Satisfaction peak score from the 47th to 84th percentile in one year, then to the 96th.
- Broadened market reach and scope of services by establishing strategic affiliations with Memorial Sloan-Kettering, New York Medical College, Mount Sinai, and Northwell Health.
- Expanded the medical staff by 166%; established the hospital's first residency programs.
- Developed system to correlate staffing to patient volume, reducing overtime and FTEs.
- Initiated an enterprise-wide cultural change which improved core measures year-over-year. Earned the JCAHO *Top Performer on Key Quality Measures* award. Rated 4 Stars by Medicare.
- Raised \$6 million in pre-campaign mode including largest gift in the hospital's history.

Select SCALE Team Experience (continued)



Keith Safian

SCALE's Chief Advisor, Healthcare System Strategy

Former Role: CEO under a management contract with Community Hospital at Dobbs Ferry, now St. John's Riverside Hospital, while President & CEO of Phelps Hospital

Results Overseen in Role:

- Led the turnaround of the 50-bed hospital, which reported losses of \$1.25 and \$3.5 million prior to the management contract.
- This successful initiative resulted in profits in less than two years.
- Corrected mortgage arrears removing the hospital from foreclosure jeopardy.
- Upgraded the physical plant and clinical equipment.
- Created positive cash flow which permitted opening the hospital's first savings bank account.



TEAMHealth.

Mike Reed

SCALE's Chief Advisor, Primary Care, Medicare Advantage, ER Staffing and Hospital Physician Services Programs

Former Roles:

- Chief Development Officer, Alteon
- CEO, TeamHealth Hospital Medicine in Sunrise, Florida

Results Overseen in Role (Alteon):

- Restructured business development team to improve process, efficiency and accountability.
- Developed sourcing tool to identify appropriate targets for growth which yielded a 25% increase in opportunities.
- Initiated inside sales function with board approval to support both organic growth and M&A.
- Managed process to successfully place Alteon on preferred partner list with 2 national hospital corporations.



Steven Graubart

SCALE's Chief Advisor, Micro Hospitals and Operating Partner, Texas

Former Role: Founder & CEO

Overview/Results Overseen in Role:

- Grew the team from startup to over 550 employees, fifteen hospitals, \$100mm of revenues and six hospital joint ventures..
- During his tenure, Tandem was recognized in 2018 by PRC as number one in quality and patient experiences in the US out of more than 400 eligible hospitals.

Select SCALE Team Experience (continued)



Steven Graubart
SCALE’s Chief Advisor, Micro Hospitals and Operating Partner, Texas

Former Role: President

Overview/Results Overseen in Role:

- Originated and deployed a micro hospital joint venture model with Baylor Scott & White, Baptist Health System, SCL and other hospital systems



Charles M. Trunz, III
SCALE’s Chief Advisor, Hospital Relations and Urgent Care

Former Role: Co-Chief Operating Officer and Chief Administrative Officer

Results Overseen in Role

- Developed system-wide electronic medical records.
- Led a strategic effort to build ambulatory centers for surgery, oncology, and imaging.
- Led efforts to purchase and help manage physician practices across Long Island and NYC.
- Worked with the Board and management to acquire surrounding Community and Tertiary hospitals.



Mike Mirt
SCALE’s Chief Advisor, Executive Payor Strategy & Corporate Health Clinics

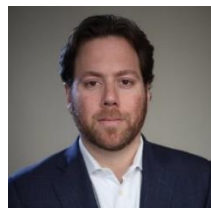
Former Roles:

- President, HealthSpring (acquired by Cigna)
- Regional President, Cigna
- EVP & COO, AmeriChoice

SCALE's deep bench of seasoned & diverse healthcare expertise



Platform development & operations execution team



Roy Bejarano
Co-Founder & CEO



Jason Schiffman
Co-Founder & President



David Friend
*Chief Advisor,
Restructuring*



Richard Veltre
*Chief Advisor,
Financial Systems
and Controls*



Jeff Kahn
*Chief Advisor, Human
Capital Management*



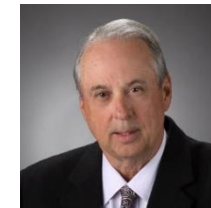
David Kovel
*Chief Advisor, IT &
Data Strategy*



Robert Trenczer
*Chief Advisor, Revenue
Cycle Management*



Tracy Bahl
*Chief Advisor, National
Payor Strategy*



Mike Mirt
*Chief Advisor, Executive
Payor Strategy*



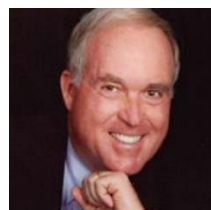
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*Chief Advisor, Payor
Contracting Strategy*



Peter Cunningham
*Chief Advisor, Direct to
Patient Marketing*



Susan Silhan
*Vice President, Marketing
& Communications*



Sandy Seay
*Chief Advisor, Human
Resource Solutions*



Ernest A. Varvoutis, III
*Chief Advisor, Hospital
Systems*



Bill Ingram
*Vice President,
Platform Development*



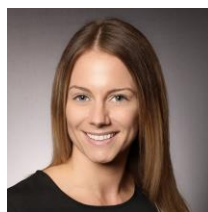
Rob Popdan
*Analyst, Platform
Development*



Jack Trunz
*Analyst, Platform
Development*



Jack Carrier
*Associate, Platform
Development*



Elizabeth Edgerton
*Associate, Platform
Operations*



Jonathan Kron
*Operating Partner,
SCALE Europe*



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

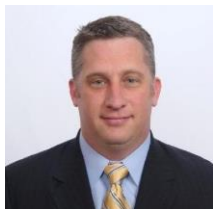
SCALE's deep bench of seasoned & diverse healthcare expertise



Clinical service line advisor team



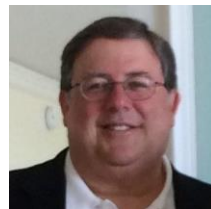
Marcello Celentano
Chief Advisor,
Ophthalmology
Provider Platforms



Larry Crist
Chief Advisor,
Urgent Care



Bob DeCresce
Chief Advisor,
Pathology



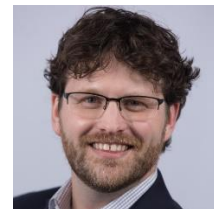
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Managed Care and
Payor Networks



Laurie East
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Pediatric Provider
Platforms



Chris Ennis
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Urology



Chad Eriksen
Chief Advisor,
Clinical Research



Steve Fiore
Chief Advisor,
Orthopedic
Provider Platforms



Steven Graubart
Chief Advisor, Micro
Hospitals



William Hughson
Chief Advisor,
Fertility & Dialysis
Provider Platforms



**Gregory Levitin,
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Provider Platforms



Richard Loewenstein
Chief Advisor,
Behavioral Health
Platforms



Adam Nielsen
Chief Advisor, Home,
Health & Hospice
Platforms



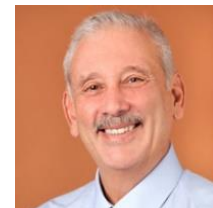
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Devices



Thomas Petrone
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Radiology & Radiation
Oncology



Janice Pyrcz
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Behavioral Health
Platforms



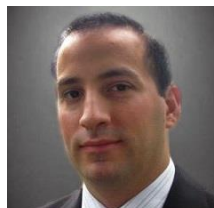
Michael Reed
Chief Advisor, Primary Care,
Medicare Advantage, ER
Staffing and Hospital
Physician Services Programs



David Reese
Chief Advisor,
Infusion & Pharma
Services



**Keith F. Safian,
MBA, FACHE**
Chief Advisor,
Healthcare System
Strategy



Mark Sapner
Chief Advisor,
Telemedicine &
Remote Care
Delivery



Steve Straus
Chief Advisor,
Ophthalmology
and Dermatology
Provider Platforms



Dr. Jordan Stewart
Chief Advisor,
Podiatry Provider
Platforms



Charles Trunz
Chief Advisor,
Hospital Relations
& Urgent Care



James Usdan
Chief Advisor, Dental
Provider Platforms
& Physical Rehab

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