

CAMBRIDGE HEALTHCARE ALLIANCE

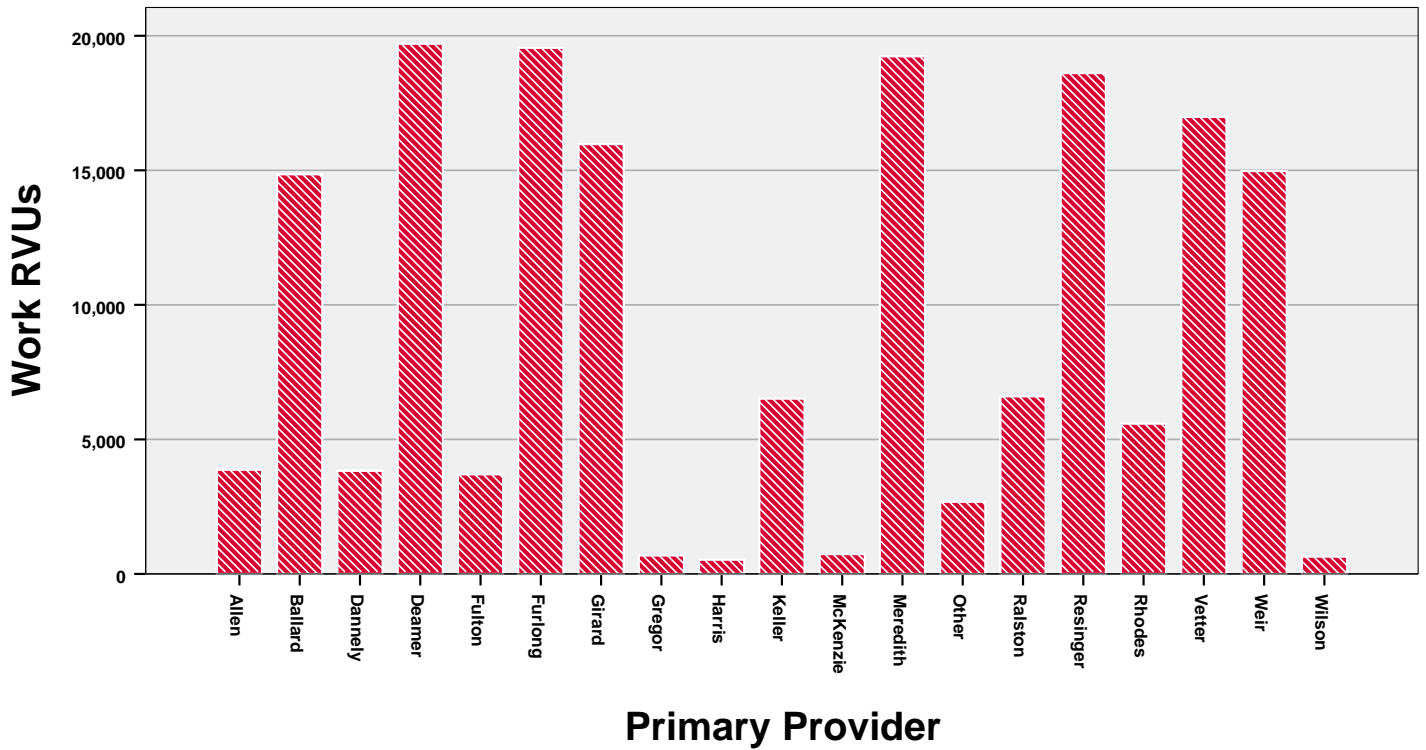
Table 1.1: Work, Practice, Liability and Total RVUs by Primary Provider for the Period Ending 123119 with 2019 Regionally-Adjusted Weights

RVU VOLUME		Work RVUs	Practice RVUs	Liability RVUs	Total RVUs
Primary Provider	Deamer	19,703	15,325	1,691	36,719
		11.2%	11.2%	11.2%	11.2%
	Furlong	19,552	15,020	1,861	36,433
		11.2%	11.0%	12.3%	11.1%
	Meredith	19,235	14,998	1,719	35,952
		11.0%	11.0%	11.3%	11.0%
	Resinger	18,612	14,345	1,703	34,661
		10.6%	10.5%	11.2%	10.6%
	Vetter	16,985	13,286	1,534	31,806
		9.7%	9.7%	10.1%	9.7%
	Girard	15,974	12,503	1,487	29,964
		9.1%	9.1%	9.8%	9.2%
	Weir	14,973	12,238	1,320	28,530
		8.5%	8.9%	8.7%	8.7%
	Ballard	14,853	7,952	1,415	24,220
		8.5%	5.8%	9.3%	7.4%
	Ralston	6,599	5,721	463	12,783
		3.8%	4.2%	3.1%	3.9%
	Keller	6,514	5,228	526	12,269
		3.7%	3.8%	3.5%	3.7%
	Rhodes	5,584	4,442	555	10,582
		3.2%	3.2%	3.7%	3.2%
	Allen	3,871	3,837	143	7,852
		2.2%	2.8%	0.9%	2.4%
	Dannely	3,833	3,705	133	7,670
		2.2%	2.7%	0.9%	2.3%
	Fulton	3,702	3,590	126	7,418
		2.1%	2.6%	0.8%	2.3%
	Other	2,682	1,609	303	4,593
		1.5%	1.2%	2.0%	1.4%
	Gregor	686	922	26	1,634
		0.4%	0.7%	0.2%	0.5%
	McKenzie	737	710	63	1,511
		0.4%	0.5%	0.4%	0.5%
	Wilson	642	695	36	1,372
		0.4%	0.5%	0.2%	0.4%
	Harris	529	765	43	1,337
		0.3%	0.6%	0.3%	0.4%
	Total	175,265	136,891	15,149	327,305
		100.0%	100.0%	100.0%	100.0%

Regionally-adjusted RVU weights for Work, Practice and Liability are 1.00, 0.89 and 0.492, respectively.12/22/2022

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Graph 1.1: Total Work RVUs by Primary Provider
Period Ending 123119 with 2019 Regionally-Adjusted Weights



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Table 1.2: Payer Mix by Total RVUs
**Period Ending 123119 with 2019 Regionally-
Adjusted Weights**

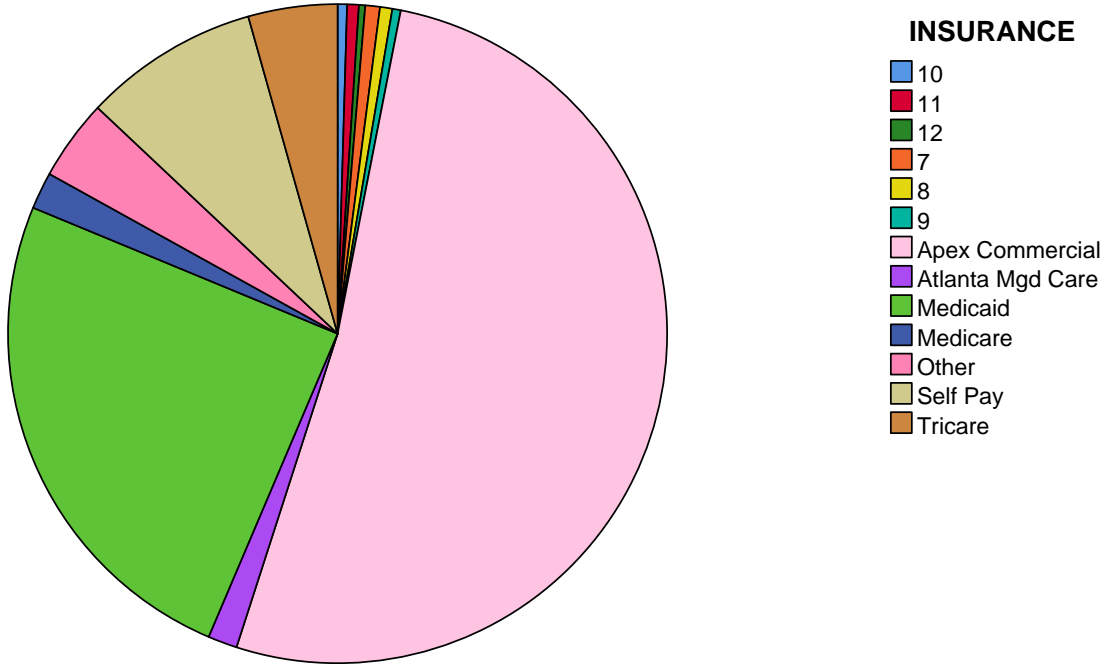
PAYER	TOTAL RVUS
INSURANCE Apex Commercial	169,838 51.9%
Medicaid	81,306 24.8%
Self Pay	28,182 8.6%
Tricare	14,305 4.4%
Other	12,977 4.0%
Medicare	5,932 1.8%
Atlanta Mgd Care	4,698 1.4%
7	2,350 0.7%
8	1,973 0.6%
11	1,881 0.6%
10	1,510 0.5%
9	1,352 0.4%
12	1,001 0.3%
Total	327,305 100.0%

Table 1.2: Adjusted Total RVUs represent the total resources (Work, Practice and Liability) utilized in the production of beneficiary services during the reference period. Payers are ranked on the basis of total production resources expended. 12/22/2022

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Graph 1.2: Payer Mix by Total RVUs

Period Ending 123119 with 2019 Regionally-Adjusted Weights

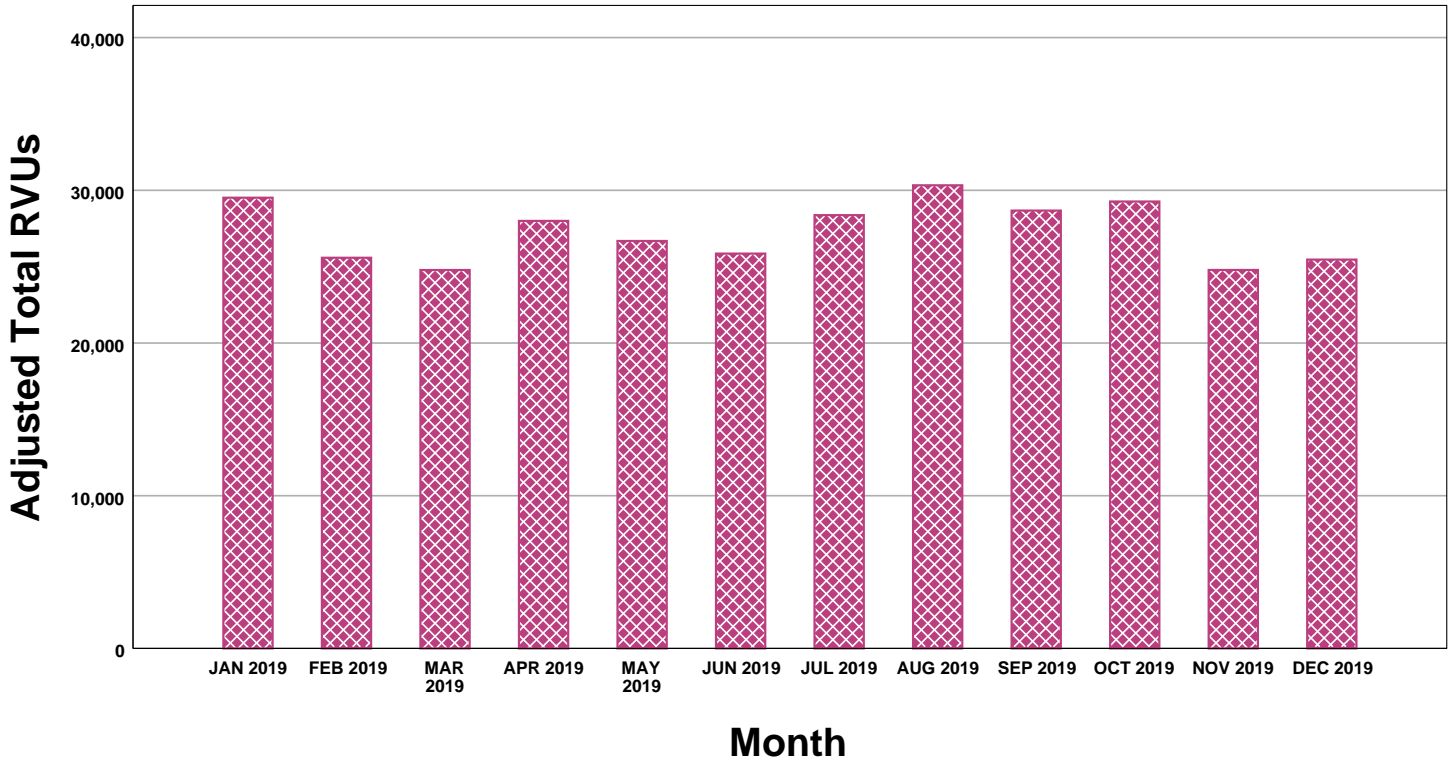


Graph 1.2

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Graph 6.2: Adjusted Total RVUs by Month

Period Ending 123119 with 2019 Regionally-Adjusted Weights



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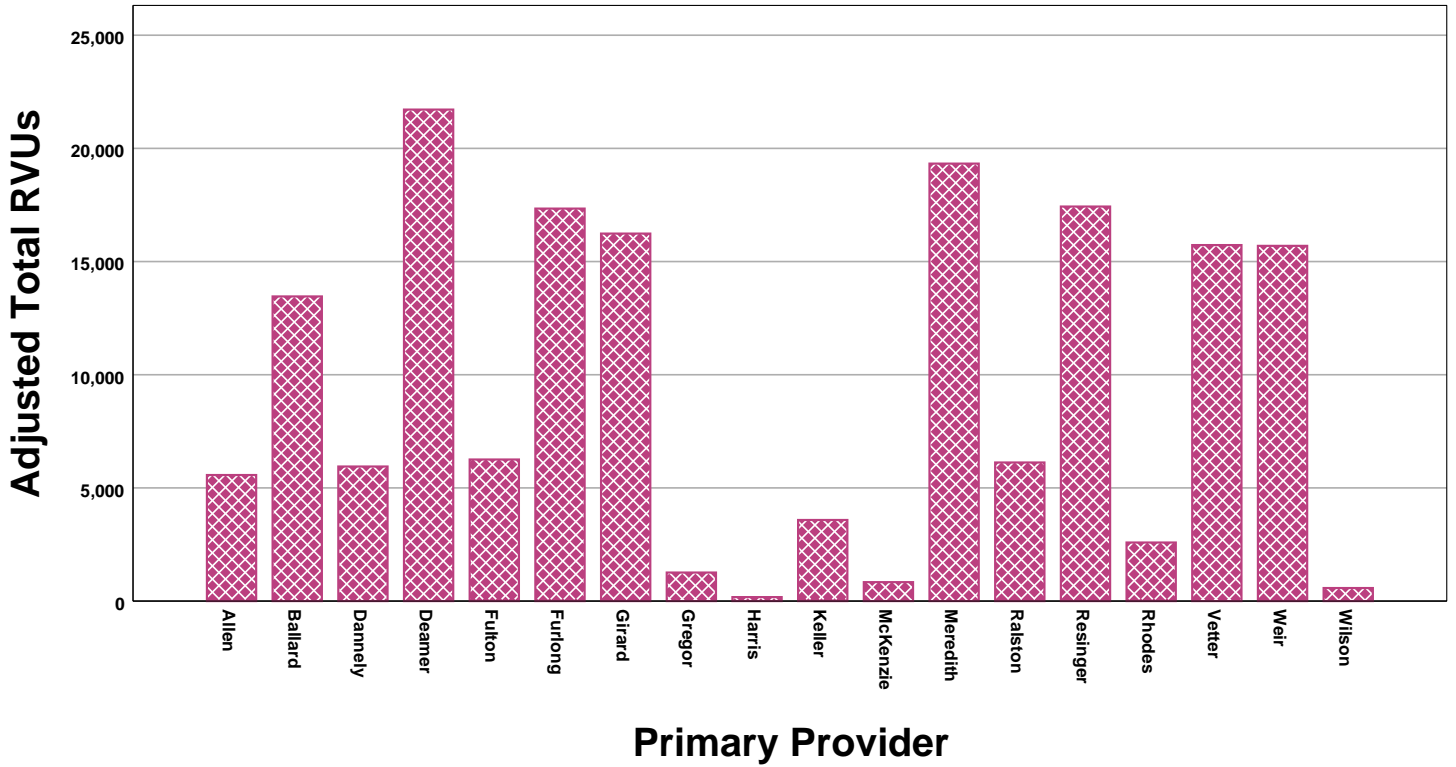
**Table 8.1: Apex Commercial Work, Practice, Liability and Total RVUs by Primary Provider
Period Ending 123119 with 2019 Regionally-Adjusted Weights**

RVU VOLUME		Adjusted Work Contribution	Adjusted Overhead Contribution	Adjusted Liability Contribution	Adjusted Total Production Contribution
Primary Provider	Deamer	11,538 12.9%	9,263 12.6%	913 13.3%	21,714 12.8%
	Meredith	10,220 11.4%	8,290 11.3%	818 11.9%	19,328 11.4%
	Resinger	9,190 10.3%	7,472 10.2%	770 11.2%	17,431 10.3%
	Furlong	9,161 10.2%	7,376 10.1%	802 11.6%	17,340 10.2%
	Girard	8,455 9.4%	7,069 9.6%	712 10.3%	16,236 9.6%
	Vetter	8,237 9.2%	6,827 9.3%	664 9.6%	15,728 9.3%
	Weir	8,042 9.0%	6,992 9.5%	660 9.6%	15,694 9.2%
	Ballard	8,194 9.1%	4,517 6.2%	747 10.9%	13,459 7.9%
	Fulton	3,166 3.5%	2,980 4.1%	109 1.6%	6,255 3.7%
	Ralston	3,016 3.4%	2,964 4.0%	143 2.1%	6,123 3.6%
	Dannely	3,014 3.4%	2,819 3.8%	111 1.6%	5,945 3.5%
	Allen	2,775 3.1%	2,699 3.7%	95 1.4%	5,569 3.3%
	Keller	1,859 2.1%	1,601 2.2%	122 1.8%	3,582 2.1%
	Rhodes	1,398 1.6%	1,048 1.4%	141 2.1%	2,587 1.5%
	Gregor	523 0.6%	718 1.0%	20 0.3%	1,261 0.7%
	McKenzie	442 0.5%	355 0.5%	40 0.6%	837 0.5%
	Wilson	278 0.3%	288 0.4%	10 0.1%	576 0.3%
	Harris	90 0.1%	76 0.1%	9 0.1%	175 0.1%
	Total	89,598 100.0%	73,353 100.0%	6,887 100.0%	169,838 100.0%

Table 8.1: Production is represented by components Work Contribution, Overhead Contribution and Liability Contribution. Total Production Contribution represents the total component resources involved in medical services production for the reference period. 12/22/2022

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Graph 8.1: Apex Commercial Total RVUs by Primary Provider
Period Ending 123119 with 2019 Regionally-Adjusted Weights



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**Table 8.1: Medicare Work, Practice, Liability and Total RVUs by Primary Provider
Period Ending 123119 with 2019 Regionally-Adjusted Weights**

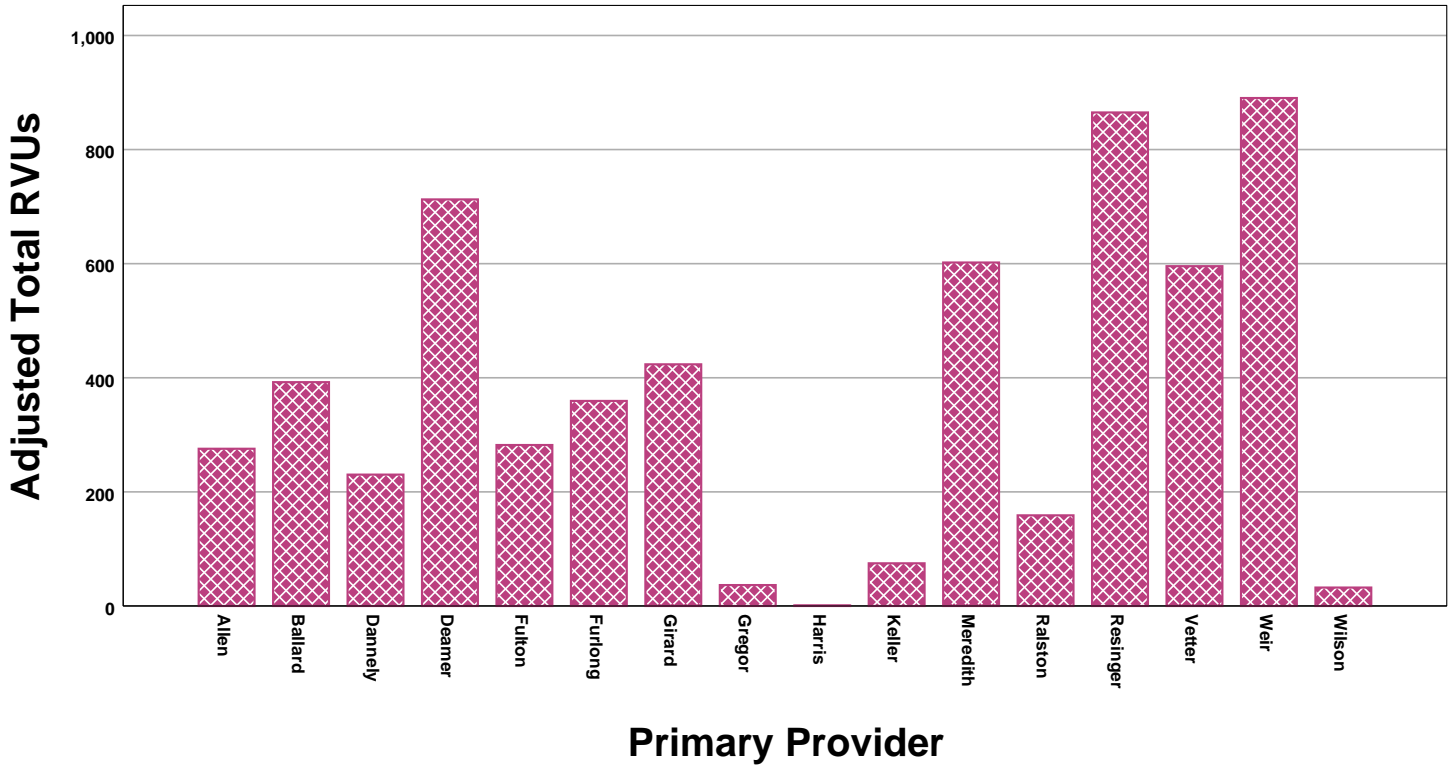
RVU VOLUME		Adjusted Work Contribution	Adjusted Overhead Contribution	Adjusted Liability Contribution	Adjusted Total Production Contribution
Primary Provider	Weir	416 14.9%	451 15.2%	23 13.5%	890 15.0%
	Resinger	427 15.3%	409 13.8%	29 16.7%	865 14.6%
	Deamer	323 11.6%	370 12.5%	19 11.4%	713 12.0%
	Meredith	261 9.3%	320 10.8%	21 12.0%	602 10.1%
	Vetter	280 10.0%	299 10.1%	16 9.6%	596 10.0%
	Girard	206 7.4%	204 6.9%	13 7.7%	424 7.1%
	Ballard	242 8.6%	135 4.5%	16 9.2%	392 6.6%
	Furlong	171 6.1%	174 5.9%	14 8.1%	359 6.1%
	Fulton	119 4.3%	158 5.3%	5 3.0%	282 4.8%
	Allen	119 4.3%	151 5.1%	5 3.2%	276 4.6%
	Dannely	99 3.5%	127 4.3%	4 2.5%	230 3.9%
	Ralston	70 2.5%	86 2.9%	3 1.6%	159 2.7%
	Keller	31 1.1%	42 1.4%	1 0.8%	75 1.3%
	Gregor	15 0.5%	21 0.7%	1 0.3%	37 0.6%
	Wilson	14 0.5%	18 0.6%	1 0.4%	32 0.5%
	Harris	0 0.0%	1 0.0%	0 0.0%	1 0.0%
	Total	2,795 100.0%	2,967 100.0%	171 100.0%	5,932 100.0%

Table 8.1: Production is represented by components Work Contribution, Overhead Contribution and Liability Contribution. Total Production Contribution represents the total component resources involved in medical services production for the reference period. 12/22/2022

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Graph 8.1: Medicare Total RVUs by Primary Provider

Period Ending 123119 with 2019 Regionally-Adjusted Weights



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Table 8.5: Comparative Margin Analyses Based on Payer Allowables
 Period Ending 123119 with 2019 Regionally-Adjusted Weights

	Payer				
	Apex Commercial	Cambridge Care	Medicaid	Medicare	Tricare
Projected Payer Allowables	6,984,070	141,481	2,084,005	212,616	554,782
Actual Production Costs	5,832,801	161,353	2,792,319	203,738	491,265
Margin on Services	1,151,269	-19,872	-708,313	8,878	63,517
Margin Percent	16.48%	-14.05%	-33.99%	4.18%	11.45%

This table compares the margins for selected payers based on actual production costs, fee schedule allowables and the specific quantity and mix of services produced. Margin represents the profit (or loss) realized from the production of services for the payer's beneficiaries during the reference period, and Margin Percent represents the ratio of Margin to Payments. Comparisons to Table 8.6 identify problems such as inadequate reimbursements, tardy payments, collection issues, and inaccurate or changed fee schedules. 12/22/2022

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**Table 8.6: Comparative Margin Analyses Based on Actual Payments
Period Ending 123119 with 2019 Regionally-Adjusted Weights**

	Payer				
	Apex Commercial	Cambridge Care	Medicaid	Medicare	Tricare
Actual Payments	7,053,376	165,640	1,887,230	194,415	493,165
Actual Production Costs	5,832,801	161,353	2,792,319	203,738	491,265
Margin on Services	1,220,575	4,286	-905,089	-9,323	1,900
Margin Percent	17.30%	2.59%	-47.96%	-4.80%	0.39%

This table compares the margins for selected payers based on actual production costs, actual payments and the specific quantity and mix of services produced. Margin represents the profit (or loss) realized from the production of services for the payer's beneficiaries during the reference period, and Margin Percent represents the ratio of Margin to Payments. Comparisons to Table 8.5 identify problems such as inadequate reimbursements, tardy payments, collection issues, and inaccurate or changed fee schedules. 12/22/2022

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**Table 9.2: Component Cost Allocations by Primary Provider
Period Ending 123119 WITH 2019 RVU Weights**

ADJ Cost Allocations	MD Work Cost	Practice Cost	Malpractice Cost	Total Cost
Provider				
Allen	132,958 2.2%	131,778 2.8%	4,926 0.9%	269,662 2.4%
Ballard	510,084 8.5%	273,084 5.8%	48,610 9.3%	831,778 7.4%
Connor
Dannely	139,734 2.3%	131,426 2.8%	5,548 1.1%	276,709 2.5%
Deamer	676,652 11.2%	526,310 11.2%	58,089 11.2%	1,261,051 11.2%
Fulton	138,354 2.3%	130,657 2.8%	5,347 1.0%	274,357 2.4%
Furlong	671,467 11.2%	515,852 11.0%	63,909 12.3%	1,251,227 11.1%
Girard	548,596 9.1%	429,380 9.1%	51,084 9.8%	1,029,060 9.2%
Gregor	25,279 0.4%	33,977 0.7%	967 0.2%	60,223 0.5%
Harris	36,722 0.6%	36,560 0.8%	3,722 0.7%	77,004 0.7%
Keller	224,003 3.7%	179,920 3.8%	18,090 3.5%	422,012 3.8%
McKenzie	34,538 0.6%	29,973 0.6%	3,293 0.6%	67,804 0.6%
Meredith	660,590	515,084	59,019	1,234,693

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Table 9.2: Component Cost Allocations by Primary Provider
Period Ending 123119 WITH 2019 RVU Weights

ADJ Cost Allocations	MD Work Cost	Practice Cost	Malpractice Cost	Total Cost
	11.0%	11.0%	11.3%	11.0%
Ralston	240,356	204,032	17,445	461,833
	4.0%	4.3%	3.4%	4.1%
Resinger	639,211	492,665	58,479	1,190,355
	10.6%	10.5%	11.2%	10.6%
Rhodes	219,531	167,663	22,407	409,601
	3.6%	3.6%	4.3%	3.6%
Vetter	583,323	456,297	52,697	1,092,317
	9.7%	9.7%	10.1%	9.7%
Weir	514,205	420,287	45,319	979,810
	8.5%	8.9%	8.7%	8.7%
Wilson	23,546	26,344	1,313	51,203
	0.4%	0.6%	0.3%	0.5%
Total	6,019,149	4,701,288	520,263	11,240,700
	100.0%	100.0%	100.0%	100.0%

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Table 9.4: Component Cost and Bonus Allocations by Primary Provider
Period Ending 123119 WITH 2019 RVU Weights

ADJ Cost Allocations	MD Work Cost	Practice Cost	Malpractice Cost	Total Cost	Available for MD Bonus	Maximum MD Total
Provider						
Allen	132,958	131,778	4,926	269,662	28,384	161,342
	2.2%	2.8%	0.9%	2.4%	2.2%	2.2%
Ballard	510,084	273,084	48,610	831,778	108,893	618,976
	8.5%	5.8%	9.3%	7.4%	8.5%	8.5%
Connor
Dannely	139,734	131,426	5,548	276,709	29,830	169,565
	2.3%	2.8%	1.1%	2.5%	2.3%	2.3%
Deamer	676,652	526,310	58,089	1,261,051	144,452	821,104
	11.2%	11.2%	11.2%	11.2%	11.2%	11.2%
Fulton	138,354	130,657	5,347	274,357	29,536	167,890
	2.3%	2.8%	1.0%	2.4%	2.3%	2.3%
Furlong	671,467	515,852	63,909	1,251,227	143,345	814,812
	11.2%	11.0%	12.3%	11.1%	11.2%	11.2%
Girard	548,596	429,380	51,084	1,029,060	117,114	665,711
	9.1%	9.1%	9.8%	9.2%	9.1%	9.1%
Gregor	25,279	33,977	967	60,223	5,396	30,675
	0.4%	0.7%	0.2%	0.5%	0.4%	0.4%
Harris	36,722	36,560	3,722	77,004	7,839	44,562
	0.6%	0.8%	0.7%	0.7%	0.6%	0.6%

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**Table 9.4: Component Cost and Bonus Allocations by Primary Provider
Period Ending 123119 WITH 2019 RVU Weights**

ADJ Cost Allocations	MD Work Cost	Practice Cost	Malpractice Cost	Total Cost	Available for MD Bonus	Maximum MD Total
Keller	224,003 3.7%	179,920 3.8%	18,090 3.5%	422,012 3.8%	47,820 3.7%	271,823 3.7%
McKenzie	34,538 0.6%	29,973 0.6%	3,293 0.6%	67,804 0.6%	7,373 0.6%	41,911 0.6%
Meredith	660,590 11.0%	515,084 11.0%	59,019 11.3%	1,234,693 11.0%	141,023 11.0%	801,612 11.0%
Ralston	240,356 4.0%	204,032 4.3%	17,445 3.4%	461,833 4.1%	51,311 4.0%	291,667 4.0%
Resinger	639,211 10.6%	492,665 10.5%	58,479 11.2%	1,190,355 10.6%	136,459 10.6%	775,670 10.6%
Rhodes	219,531 3.6%	167,663 3.6%	22,407 4.3%	409,601 3.6%	46,866 3.6%	266,397 3.6%
Vetter	583,323 9.7%	456,297 9.7%	52,697 10.1%	1,092,317 9.7%	124,528 9.7%	707,851 9.7%
Weir	514,205 8.5%	420,287 8.9%	45,319 8.7%	979,810 8.7%	109,772 8.5%	623,977 8.5%
Wilson	23,546 0.4%	26,344 0.6%	1,313 0.3%	51,203 0.5%	5,027 0.4%	28,572 0.4%
Total	6,019,149 100.0%	4,701,288 100.0%	520,263 100.0%	11,240,700 100.0%	1,284,968 100.0%	7,304,117 100.0%

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Table 10.1: Work, Practice, Liability and Total RVUs by Collaborating Provider for the Period Ending 12/31/19 with 2019 Regionally-Adjusted Weights

RVU Volume		Independent Work	Primary Collaboration Work	Secondary Collaboration Work	Total Work RVUs
Collaborating Provider	Deamer	19,703 11.6%	0 0.0%	175 11.5%	19,878 11.3%
	Furlong	19,552 11.5%	0 0.0%	5 0.3%	19,557 11.2%
	Meredith	19,235 11.3%	0 0.0%	231 15.1%	19,466 11.1%
	Resinger	18,612 10.9%	0 0.0%	73 4.7%	18,685 10.7%
	Vetter	16,985 10.0%	0 0.0%	423 27.7%	17,408 9.9%
	Girard	15,974 9.4%	0 0.0%	260 17.0%	16,233 9.3%
	Weir	14,973 8.8%	0 0.0%	354 23.2%	15,326 8.7%
	Ballard	14,853 8.7%	0 0.0%	8 0.5%	14,860 8.5%
	Ralston	6,999 4.1%	0 0.0%	0 0.0%	6,999 4.0%
	Keller	6,014 3.5%	356 10.0%	0 0.0%	6,370 3.6%
	Rhodes	5,059 3.0%	933 26.2%	0 0.0%	5,992 3.4%
	Fulton	3,942 2.3%	60 1.7%	0 0.0%	4,003 2.3%
	Dannely	3,323 2.0%	522 14.7%	0 0.0%	3,845 2.2%
	Allen	3,266 1.9%	424 11.9%	0 0.0%	3,690 2.1%
	McKenzie	913 0.5%	65 1.8%	0 0.0%	978 0.6%
	Harris	0 0.0%	748 21.0%	0 0.0%	748 0.4%
	Gregor	728 0.4%	6 0.2%	0 0.0%	734 0.4%
	Wilson	44 0.0%	449 12.6%	0 0.0%	493 0.3%
	Total	170,173 100.0%	3,564 100.0%	1,527 100.0%	175,265 100.0%

Provider collaboration wts: Primary=0.70; Secondary=0.30.
12/22/2022

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Graph 10.1: Total Work RVUs by Collaborating Provider

Period Ending 123119 with 2019 RVU Values

