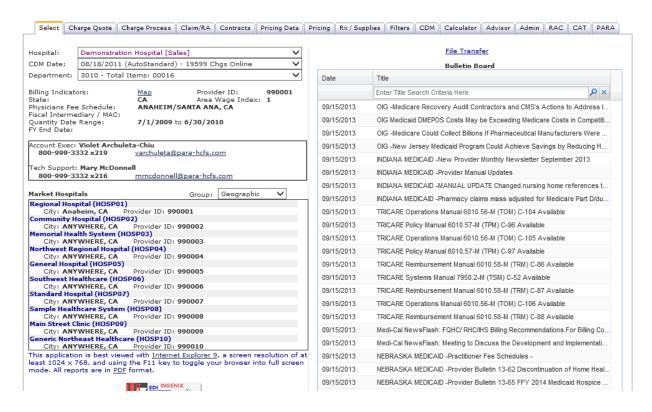
PARA - Market Based Pricing Process

The **ParaRev** Market Based Pricing Program (MBPP) is designed to improve profitability by enhancing the Hospital's ability to stay price competitive.

The goal of the MBPP is to identify line items in the charge master which have negative patient satisfaction due to high prices, identify gross margin improvement opportunities due to low prices and to establish a rational pricing methodology by setting prices based on fee schedule, APC, cost or competitive market pricing data.



There are eight steps in the **ParaRev** pricing process:

- 1. Interview with hospital finance administration to determine goals of the process
- 2. Determine with hospital input the Geographic Market Group, used for Comparative Data
- 3. Assessment of competitive market pricing data, creation of "max" iteration
- 4. Loading of the managed care contract matrix into the PDE Contracts tab
- 5. Refinement of iteration parameters, processing of multiple iterations
- 6. Quality review, smoothing and rounding
- 7. Implementation via file table upload, keying or scripting, quality check of changes
- 8. Quarterly impact analysis, comparison of current revenue to projected revenue from the **ParaRev** iteration

Each of the steps in the process can be accessed using the PARA Data Editor.

Interview with hospital finance administration to determine the goals of the process

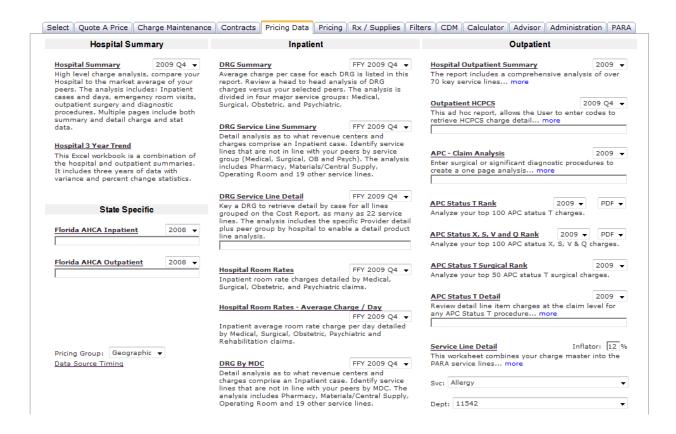
There are several factors which determine the goals of the annual price increase:

- Hospital financial requirements
- Board Governance
- Public and physician comment on prices
- Competition by independent labs, imaging centers and ambulatory surgical centers
- Annual price inflation limits within managed care contracts

Assessment of competitive market pricing data, creation of "max" iteration

There are 5 basic service types reviewed to determine the opportunity within each of the three different market groups, each of the service types are available within the Pricing Data tab.

- 1. Daily hospital services Hospital Room Rates Average Charge / Day
- 2. Surgical services DRG Service Line Summary, APC Status T Surgical Rank
- 3. Drugs sold to patients DRG Service Line Summary
- 4. Medical supplies DRG Service Line Summary
- 5. Diagnostic and therapeutic services APC Status X, S, Y and Q Rank

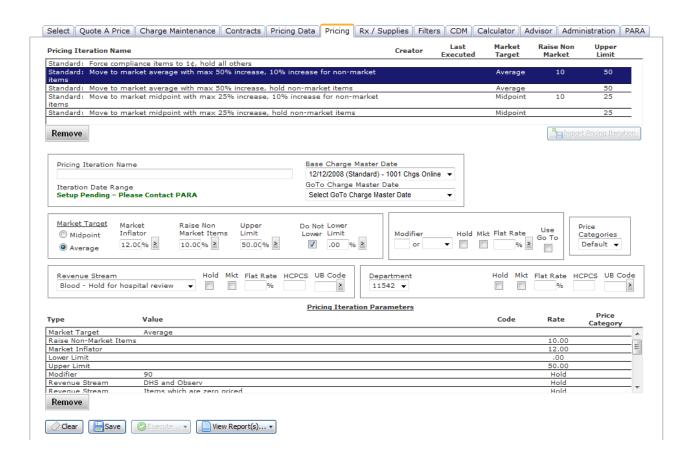


Assessment of competitive market pricing data, creation of "max" iteration (continued)

Based on the review of the market pricing data a "max" iteration is created within the Pricing tab in the **PDE**, the goal of the "max" iteration is to quantify the total opportunity within the market prior to the application of outside constraints.

A typical max iteration may have the following parameters:

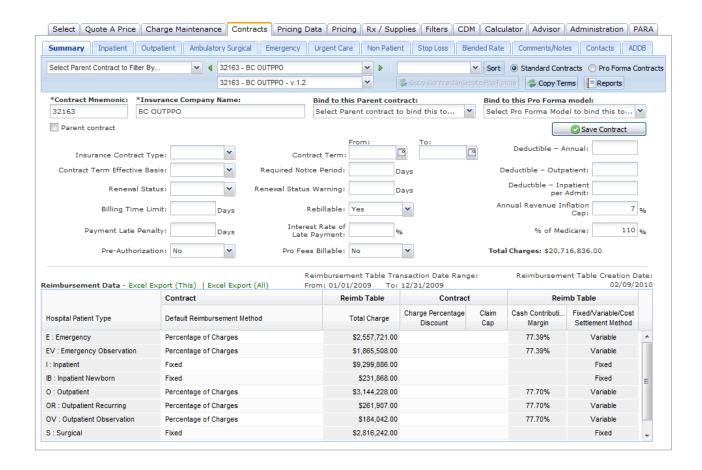
- 1. Increasing ICU room rates by 20%
- 2. Increasing semi-private rates by 15%
- 3. Increasing I/P surgical service by 15%, O/P rates to be held
- 4. Setting O/P Lab to 2x independent lab prices, I/P to the 85th percentile
- 5. Setting O/P imaging to 2x independent testing facility, I/P to the 85th percentile
- 6. Increasing drugs sold to patients by 10%
- 7. Increasing medical supplies by 10%



Loading of managed care contract matrix into the PDE Contracts tab

Each managed care plan contract term which impacts net revenue is keyed into the Contracts tab to be used in the net revenue settlement, the terms which are loaded are as follows:

- 1. Percent of revenue
- 2. Annual inflation caps
- 3. Outpatient claim caps
- 4. Stop loss terms



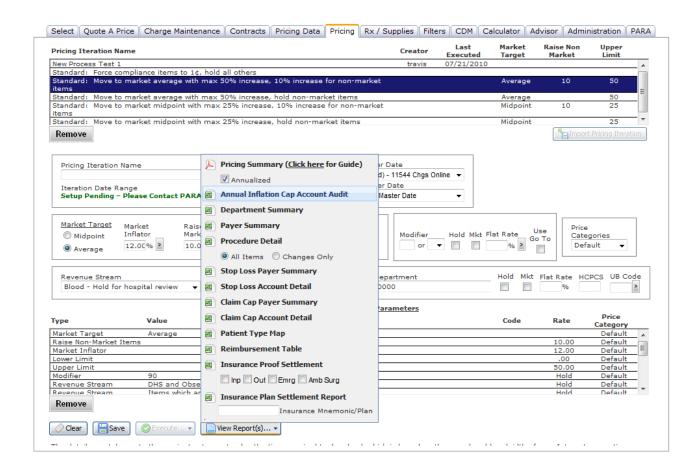
Within each of the **ParaRev** standard patient types the contract terms are defined, if the service is reimbursed on the basis of a DRG, APC, fee schedule, ASC level or per diem, there is no relationship between pricing and reimbursement.

The Pricing tab will only attribute additional net variable revenue to those contracts which have been specifically loaded into the Contracts tab and the reimbursement is based on a percentage of charges; the "default" reimbursement is fixed, there is no relationship between prices and reimbursement.

Refinement of iteration parameters, processing of multiple iterations

Based on the results of the max iteration and with consideration of the outside constraints, **ParaRev** will then process multiple iterations to calculate the settlement values.

Each of the iterations is "saved" so that the User can always refine and reprocess, without requiring the re-establishing the iteration.



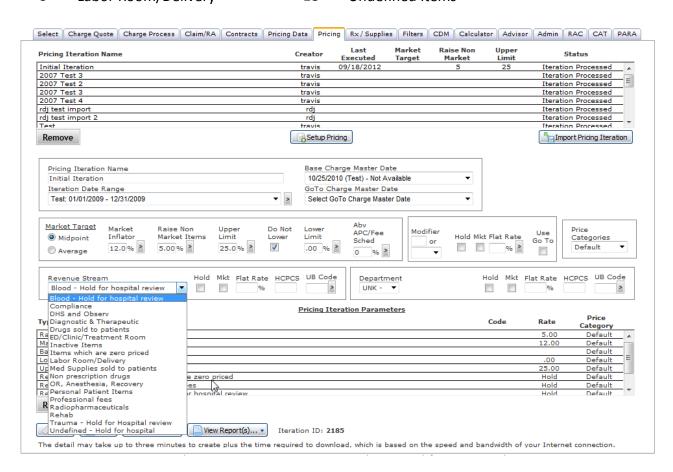
The report pop-up window allows detail analysis of the iteration with a number of worksheet schedules.

ParaRev tracks your revenue and sets prices using "revenue streams"; each of the revenue streams is established to allow the User complete control over the pricing.

Refinement of iteration parameters, processing of multiple iterations (continued)

The revenue stream definitions are as follows:

1	Blood	10	Med Supplies sold to Patients
2	Compliance	11	Non Prescription Drugs
3	DHS and Observation	12	OR/Anesthesia/Recovery
4	Diagnostic/Therapeutic	13	Personal Patient Items
5	Drugs Sold to Patients	14	Professional Fees
6	Ed/Clinic/Treatment Room	15	Radiopharmaceuticals
7	Inactive Items	16	Rehab
8	Items that are Zero Priced	17	Trauma
9	Labor Room/Delivery	18	Undefined Items



Refinement of iteration parameters, processing of multiple iterations (continued)

Pricing Iteration Work Sheet								
Hos	pital:		Completed by:	Approved by:	Date:			
Itera	tion Goals:			Notes:				
	_							
1	Gross revenue targ							
2	Incremental net revenue requirement							
3	Maximum percenta							
5	Maximum percentage price decrease Minimum mark-up or multiple of a fee schedule							
-	1-IIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIII	or marapie or a r	ee soriedale					
Rev	Revenue Stream Questions:							
Indic	Heme	Max Iteration	Huter / Options	Hater:				
1	Daily Hospital Services & Observation	No Change	Room rates to be compared to MEDPAR data. Set Observation Hourly Rates equal to 1/24 semi private room rate. Rates are usually moved a flat percentage.					
2	Professional Fees	No Change	Professional are set to the 50th, 75th or 90th percentile or to a minimum multiple of Medicare fee schedule					
3	Blood & Blood Processing	36430 & 8xxxx codes priced to Market	Hospital to provide guidance if any changes are required, check State regulations and Blood Bank contract					
4	Trauma	No Change	Perform a revenue code audit of the trauma revenue codes, discuss results with the hospital and move accordingly					
5	Personal Patient Items - Marked for compliance	No Change	This is a focus point of Patient's, Adjust markup policy, revenue adjustment can be spread across overall rate increase, specific departments, or pharmacy revenue					
6	Self Administered Drugs	No Change	Adjust markup policy, revenue adjustment can be spread across overall rate increase, specific departments, or pharmacy revenue					
7	Pharmacy	No Change	Review actual prices versus expected prices based on current mark up policy. Recalibrate pharmacy using Acquisition Cost or Average Sales Price					
8	Materials/Central Supply	No Change	Review actual prices versus expected prices based on current mark up policy. Recalibrate supply pricing using current cost data. Set mark up policy to insure correct carve out reimbursement					
9	Operating Room Services	Price CPT/HCPCS Codes to Market Data	Time & Level Based pricing relationships are preserved. Adjustments made at a flat percentage rate to reflect market position. Comparisons made at the case and service line level. HCPCS coded items are priced by line item					
10	ED/Clinic/Treatm ent Room	Price to Market	HCPCS coded items are priced to market data. Can set different targets based on site of service. Comparisons will be done on a per visit and line item level to insure desired market position is achieved					
11	Zero Price Items	No Change	These are all items that are not priced by the CDM. These items are not changed. We provide a listing of these items in case they are manually priced and a change in methodology needs to be incorporated to insure they are priced appropriately					
12	Rehab Services	Price to Market	Time based charges are reviewed to insure prices are consistent. Modifiers are included in the market data improving pricing accuracy					
13	Diagnostic & Therapeutic Services	Price to Market	Priced to the market pricing by HCPCS code. Modifiers also included (where appropriate) for pricing accuracy					

Quality review

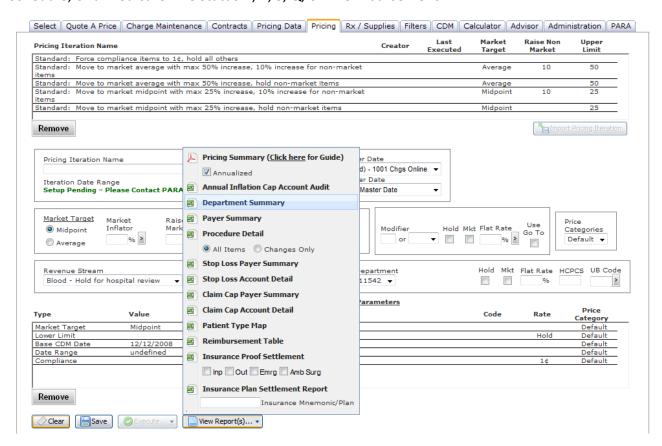
To insure your hospital is achieving maximum reimbursement on the final iteration and that the prices are consistent within the services and correctly rounded, **ParaRev** will process a series of audit reports, from the report pop-up window.

Procedure Detail – This report allows the User to view each line item in the charge master along with market pricing data and the GoTo price from the iteration. The report is used to check consistency between prices, round, and verify the application of the iteration parameters.

Payer Summary – The worksheet summarizes the financial impact to payers by patient type, and includes the payer factors which determine total reimbursement. The worksheet is utilized to perform "reasonableness" checks on the annual inflation cap, stop loss and claim cap adjustments.

Insurance Proof Settlement – The worksheet contains a random sample of 200 accounts which can be "audited" to be sure the contracts are loaded correctly into the contract tab for settlement.

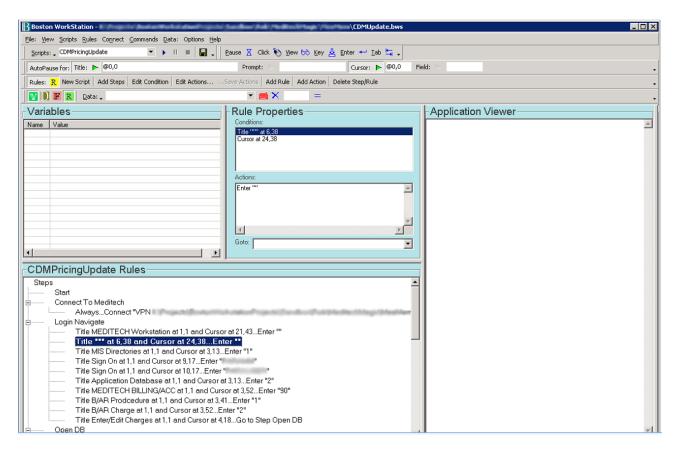
Fee Schedule Audit - This worksheet will list any GoTo price which is lower than a Medicaid fee schedule, or a Medicare APC status A, X, S, Q, or T reimbursement.

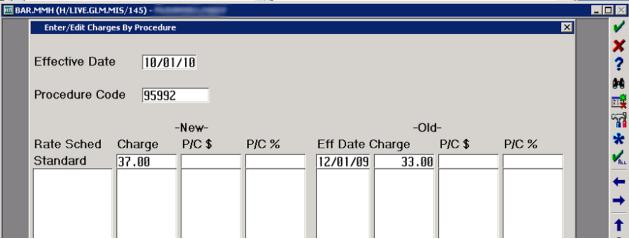


Implementation

ParaRev has the ability to assist the hospital in the implementation of the prices.

ParaRev can produce a custom upload file or **ParaRev** will process the price change utilizing a secured connection and Boston Workstation to set each individual price.





Follow-up

ParaRev provides ongoing follow-up services as part of the Market Based Pricing Process to be sure the prices are implemented correctly and that the revenue target is achieved.

Implementation confirmation - Immediately after implementation **ParaRev** requests a copy of the updated charge master to check that the prices were implemented correctly.

Quarterly Impact Analysis - ParaRev will perform a quarterly impact analysis to track the expected gross and net revenue to identify variances from the projection due to a shift in volume, patient type and financial class mix.

ParaRev will produce the following reports and files to track the projected benefit of the pricing analysis. The impact analyses are based on the current fiscal period as compared to the prior year fiscal period; they are produced at the hospital, department and line levels.

- 1. Payer mix
- 2. Procedure volume
- 3. Stop loss
- 4. Claim cap
- 5. Contract annual inflation cap
- 6. Market pricing opportunity

