

\

RICHARD E. SINAIKO, M.P.H.
15313 Earlham Street
Pacific Palisades, CA. 90272
sinaikor@gmail.com

PROFESSIONAL EXPERIENCE

SINAIKO HEALTHCARE CONSULTING, INC.
JANUARY 2010 – DECEMBER 31, 2012
Los Angeles, California
Chief Executive Officer/Emeritus

In conjunction with the merger of Sinaiko Healthcare Consulting, Inc and The Coding Source, LLC into The Coding Source Holdings, LLC, which in a subsequent transaction was recapitalized with an investment by Parthenon Capital Partners, my responsibilities have been focused on a limited number of areas serving as a senior advisor providing support in various administrative areas as well as continuing to support business development activities for the combined and greatly expanded enterprise. Subsequent to our transaction, four additional acquisitions have been made to create Altegra Health, Inc. Altegra Health is now a major provider of services for providers and health plans on a national level.

SINAIKO HEALTHCARE CONSULTING, INC.
HEALTHCARE PRACTICE ENHANCEMENT NETWORK, INC. (HPEN)
JANUARY 1991 – DECEMBER 31, 2010
Los Angeles, California

Founder/Chief Executive Officer

Founder and Chief Executive Officer of this health care management consulting firm and affiliates. Sinaiko Healthcare Consulting, Inc. and its staff of senior level professionals maintain engagements with an impressive list of clients including Fortune 500 companies, major academic medical centers, medical groups, community hospitals and, national payers. The corporate areas of focus include medical practice operations, financial and strategic management, physician hospital integration, managed care marketing and contracting and, organizational strategic planning. The specific areas of focus include academic medical center/faculty practice plan reorganization, network development, medical group formation, merger and consolidation, transactional analysis/strategic planning and, providing educational programs for a variety of audiences.

UNIVERSITY OF SOUTHERN CALIFORNIA

School of Medicine

NOVEMBER 1987 – DECEMBER 1990

Los Angeles, California

Assistant Dean/Executive Director-Faculty Practice and Ambulatory Care

Responsible for the organization and coordination of 400 Physician Faculty Practice Plan. As CEO, I recruited administrative staff and created a management structure to operate ambulatory facility and business office. I also served as primary resource to the Dean on all matters related to health care management and financial issues for planning University Hospital and the USC Healthcare Consultation Center.

AMERICAN MEDICAL INTERNATIONAL

JULY 1985– NOVEMBER 1987

Beverly Hills, California

Deputy Director and Chief Operating Officer

Academic Medical Center Division

Responsible for overseeing operations with a concentration on financial management at the corporate level for AMI activities within the academic medical center community. This included the George Washington University Health Plan, a 22,000-member HMO; St. Joseph Hospital and Center for Mental Health and several physician clinics and group practices in Omaha, Nebraska. In this role, I provided direction to CEOs for operating and planning issues, marketing, budget preparation and control, capital investment decisions and program development. I also served on a joint AMI/Prudential Insurance Company Policy Committee responsible for all provider contracting in pursuit of a contract with the Department of Defense for the CHAMPUS Reform Initiative.

UCLA MEDICAL CENTER

JANUARY 1975 – JULY 1985

Los Angeles, California

Associate Director/Chief Financial Officer

MAY 1981 – JULY 1985

Responsible for the financial management overseeing an annual operating budget of \$270 million and a five-year capital budget of \$50 million. My significant accomplishments included the generation of over \$40 million in excess revenue over expense; the reduction of accounts receivable by \$25 million and days of revenue outstanding by 41 percent while reducing staff by 35 percent and working capital borrowing by \$31 million. I initiated the development and implementation of extensive and sophisticated budget development and monitoring systems; designed and implemented a complete hospital based purchasing and material management program; and most significantly played a key role in the Medical Center's cost containment efforts reducing total staffing levels by 16 percent. I also successfully negotiated the first Medi-Cal contract and initial contracts with several major Preferred Provider Organizations.

Assistant Director-Finance/Controller

OCTOBER 1979 – MAY 1981

Managed all financial areas except Accounts Receivable, Admissions, Registration, Credit and, Collections. Significant accomplishments included the management of several successful appeals with Medicare and

Medi-Cal resulting in increased reimbursement of over \$1.0 million dollars, along with the implementation of new computer systems for financial reporting, budget development and monitoring.

Budget Officer

OCTOBER 1976 – OCTOBER 1979 Responsible for the development of annual operating and capital budgets. I worked with all levels of the organization and the medical staff monitoring budget performance and establishing rates. I supervised the financial planning staff reviewing and evaluated all proposed new programs or service expansions, capital equipment requests and Certificates of Need.

Administrative Analyst

JANUARY 1975 –OCTOBER 1976

Developed and implemented several operational systems for various departments including the Emergency Disaster Plan, Laundry, Linen Distribution and Food Service.

PROFESSIONAL AFFILIATIONS

Member, California Dental Association, TDSC Board of Directors, 2015-present

Member, Pacific Point Academy, Member of the Board of Directors, 2016

Member, Committee to create Interdisciplinary Education Program for Health Sciences, University of Wisconsin, 2014

Board of Visitors, University of Wisconsin School of Nursing, 2011 – Present

Member, Cedars Sinai Medical Center, Board of Governors Executive Committee, 2011-Present

Member, Cedars Sinai Medical Center, Quality of Care Committee, 2004-2011

Member, Cedars-Sinai Medical Center, Board of Governors, 2003 - Present

Member, California Dental Association, The Dentist Insurance Company/TDIC Insurance Solutions Board of Directors, 2006 –2011

Member, California Dental Association, The Dentist Insurance Company /TDIC Insurance Solutions Audit and Marketing Committees, 2006- 2011

Member, California Dental Association, The Dentist Insurance Company/TDIC Insurance Solutions Core Systems Project Committee, 2006- 2011

Member, Upsilon Phi Delta Society, Honorary Healthcare Management Society, UCLA Chapter, May 2006

Clinical Professor, University of Wisconsin School of Nursing, 2010-Present

Adjunct Associate Professor, UCLA School of Public Health, 2001- Present

Co-Chair, Oversight Committee, Executive MPH Program, UCLA School of Public Health, 1996 - 2005

Faculty, American College of Physician Executives, 1994-1997

Associate, American College of Healthcare Executives, June 1994-Present

Member, Medical Advisory Committee, Trylon, Inc., Torrance, California, 1990

Representative, Association American Medical Colleges, Group on Faculty Practice, 1987-1988

Consultant, McMorro Associates, Century City, California, 1988

Member, Executive Committee and Chairman of Membership Committee, Aesculapians, UCLA School of Medicine, 1985 -1992

Member, Board of Directors, Medi-Sec, Santa Monica, California, 1985-1987

Chairman, Finance Committee; Board of Directors, George Washington University Health Plan, 1985-87

Member, Board of Directors, St. Joseph Center for Mental Health, Omaha, Nebraska, 1985-1987

Chairman, University of California Hospitals Finance Directors Council, 1983-1984

Preceptor, Program in Health Services management, Arizona State University, 1983-1985

Member, Hospital Financial Management Association, 1977-1987

Education

Masters Degree, Health Services Administration, UCLA, Los Angeles, California, 1977

Bachelor of Science, Political Science, University of Wisconsin, Madison, Wisconsin, 1966

TEACHING

UNIVERSITY OF CALIFORNIA, LOS ANGELES

Los Angeles, California

UCLA SCHOOL OF PUBLIC HEALTH

DEPARTMENT OF HEALTH SERVICES

Adjunct Associate Professor, Department of Health Services, MPHHP Program

Faculty, Health Services 450, "Applied Healthcare Finance, 2000- Present, EMPH Program

Guest Faculty, Department of Health Services, various MPH course sessions, 2000-Present

Instructor, "Crisis in Healthcare", 1999

Instructor, "Budgeting and Management Control", 1999

Instructor, "Capitation", 1999

Instructor, Program in Health Services Management, 1978-1985, 1992-1994

Instructor, "The Case Mix Method in the Analysis of Teaching Hospital Costs", 1992

UCLA EXTENSION

DEPARTMENT OF HEALTH SCIENCES

Faculty, Keynote Speaker, "Surviving the '90's - Strategies for Physician Practice Enhancement"

Instructor "Surviving the 90's", 1995

Faculty, "Effective Financial Management in Health Care Facilities", 1983

UNIVERSITY OF WISCONSIN - MADISON

SCHOOL OF NURSING

Clinical Professor, School of Nursing, 2011 – Present

PUBLICATIONS

Panel Participant, Littlefield Lecture, and Donna Shalala presentation on the IOM Study:
"The Future of Nursing, University of Wisconsin School of Nursing", October 15, 2010

Featured, The Palisadian Post, "Sinaiko and Sons Run Successful Business", March 19, 2004

Co-Author, Physicians Practice:

"7 Myths about the New HIPAA Electronic Transaction and Code Set Standards", October, 2003

Co-Author, UCLA Department of Health Services: "Faculty/Alumni Spotlight", June 2003

Co-Author, Managed Healthcare Executive:

"Caring for the Uninsured Doesn't Mean Compromising Your Financial Viability", March, 2001

*Co-Author, Managed Healthcare: "Health Care for the Uninsured and Underinsured:
What's a Managed Care Executive to Do?" January 2001*

Co-Author, Managed Healthcare:

"Medicare's APC Reimbursements Mandate Planning and Preparation," October 2000

*Author, Managed Healthcare: "Medicare's Reimbursement under the Hospital Outpatient Prospective
Payment System Major Impact on Operations and Financial Results", September 2000*

Author, Los Angeles Business Journal:
"Regulating without Killing the HMO Patient", June 7, 1999

Author, Los Angeles Business Journal:
"Regulation of Health Care in the Next Decade: Not Whether, But How Much", May 25, 1999

Author, Executive Report on Managed Care:
"Market Shifts Create Growth Opportunities in Managed Care Contracting", January 5, 1999.

Author, Business Life:
"Managed Care In Los Angeles: What to Look For in the Next Decade", September 1998

Co-Author, Group Practice Journal:
"Partnering For Success: The Core Ingredients of a Successful Transaction", May 1998

Author, Administrative Radiology Journal:
"Trends in Integrated Delivery: The Latest Impacts of the Managed Care Evolution", January 1998

Author, AR: "Managed Care Trends & Emerging Strategies", January 1998

Author, *The Executive Report on Managed Care*: "
Market Shifts Create Growth Opportunities in Managed Care Contracting", February 1997

Author, California Medicine Roundtable:
"Can Academic Medical Centers Compete in a Managed Care Environment?" December 1997

Author, Managed Care Week: "Academic Medical Centers and Managed Care: Adapting to a Changing Health Care Marketplace", September 1996

Author, South Florida Business Journal:
"South Florida Healthcare Market Offers Growing Opportunities for Savvy Physicians", November 1996

PRESENTATIONS

Presenter, Los Angeles Chamber of Commerce – Health Care Committee, "California's Workers' Compensation Legislation Reform", Los Angeles, 2003

Presenter, Livzon, "Essentials in Hospital Financial Management", China, 2000

Presenter, MGMA, "Ignorance is Not Bliss", 2000

Presenter, Association of University Professors of Ophthalmology, "Planning for the Future, Budgeting for Success", February, 2000

Presenter, Healthcare Executives Advisory Council, "The Regulatory Environment in 1999", 1999

Presenter, AMGEN Business and Educational Alliance, "Practice Integration", 1999

Presenter, AMGEN Business and Educational Alliance, "Models for Physician Compensation Linked to Clinical Outcomes", 1999

Presenter, AMGEN Business and Educational Alliance, "Physician Practice Management", 1999

Presenter, AMGEN Business and Educational Alliance, "Managing the Medical Oncology Practice", 1999

Presenter, Disease Management Congress, "Revamping the Disease Management Budget Process", 1999

Presenter, Epstein, Becker & Green, "The Next Wave in Hospital/ Physician Integration", 1999

Presenter, HFMA, "What Next?", 1999

Moderator, HFMA, "Future of Physicians Relationships", 1999

Presenter, Tennessee Quality of Care Association, "Implementation of the Balanced Budget Act & Implications for TN Providers", 1999

Guest Lecturer, USC School of Law, "Impact of Current Legal Issues in Healthcare", Spring 1998

Instructor, USC School of Law School, "Healthcare Market Place Legal Issues", 1998

Presenter, Medicare Provider-Sponsored Organizations ("PSOs"),
"Assessing the Market, the Risks, the Opportunities", 1998

Presenter, Society of Critical Care Pediatric Medicine, "Management of Clinical and Financial Data", 1998

Presenter, American Society Critical Care Medicine,
"Current Concepts in Pediatric Critical Care, Management of Financial and Clinical Data", 1998

Presenter, ACHE/AAHSA, "Managed Care Needs for the Elderly", 1997

Faculty, ACHE, "New Directions for Integrated Systems", 1997

Presenter, Association of Healthcare Internal Auditors, "Compliance in the Healthcare System", 1997

Faculty, ACHE, "New Directions in Physician Integration, 1996-1997

Faculty, ACHE, "Building an Effective Primary Care Base", 1994

Presenter, "The Case Mix Method in the Analysis of Teaching Hospital Costs," 1982

