



Kohler HealthCare Consulting, Inc.

President

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Education and Professional

University of Maryland – Business 1973

University of Maryland – Nursing

RN no longer maintained

State of Maryland – Springfield – LPN 1965 [No longer maintained]

Certified Public Accountant – 1974

Certified Patient Accounting Manager – (now CRCE-I) -- 1998

Certified Valuation Analyst – 1996

Certified Professional Coder -- 2004

Board of Advanced Medical Coding – 2006

Certified Healthcare Business Consultant, 2008

Prior Employment

Navigant Consulting, Inc.

Kohler HealthCare Consultants, Inc.

Kohler & Co.

Walpert, Smullian & Blumenthal, P.A.

Helix Health, Inc.

Professional Health Services, Inc.

Arthur Andersen & Co.

Professional Associations

Medical Group Management Association

Maryland Medical Group Management Associates; president 1996

Health Care Financial Management Associates – Advanced national and local member; Reeves and Folmar Awards recipient

American Guild of Patient Accounts Management – National and local member 1984 to present

National Association for Ambulatory Care [centers], NAFAC – National Treasurer and board member .1991-1997

Society of Medical-Dental Consultants (prior to NACHC)

National Association of Certified Healthcare Consultants (NACHC), -- Formation member, 1993 - 2013

Society of Ambulatory Care Professionals – Now AHA

National Association of Certified Valuation Analysts – Certified September 1996

American Institute of Certified Public Accountants and Maryland Association of CPA – current and active Maryland license #4052

Member of HBMA-Healthcare Business Management Association

Charlotte L. Kohler, [RN], CPA, CVA, CRCE-I , CPC, CHBC

Ms. Kohler is President of Kohler HealthCare Consulting, Inc. where she specializes in litigation, investigation, accounting, auditing and consulting. She has over 30 years of healthcare experience starting with the clinical side of nursing to the finance and compliance side of healthcare.

Ms. Kohler has assisted clients in expert testimony with litigation support, valuations, and assistance in identifying the issues in health care regulations, medical coding and billing related to potential fraud, abuse and kick-back issues, as well as damages disputes. Ms. Kohler has assisted in many complex matters including:

- Specific issues relating to a joint defense group in a nationwide managed care litigation brought by a class of 700,000 physicians against large health insurers and all of the Blue Cross/Blue Shield plans and similar state cases;
- Claims by payers against hospitals, physicians, and other suppliers/Providers for billing practices;
- Claims by payers against suppliers/providers regarding billing and other regulatory noncompliance;
- Claims of improper coding and billing practices – state and Federal;
- Non-participating provider actions against payers for under or non-payment;
- disputes regarding Medicare and other governmental regulations;
- Insufficient documentation to support services claimed;
- Inappropriate placement of patients in inpatient setting;
- litigation between providers and billing companies (psychiatric, anesthesia and radiology);
- disputes regarding valuations, including damages; and
- covenant not to compete damages.

During her years at Kohler HealthCare Consulting, she and her firm provided regulatory compliance services to over 60% of all hospitals in Maryland as well as hospitals and other health related organizations outside of Maryland. She continues to provide reimbursement regulatory support to attorneys regarding billing, coding, and documentation in the areas of home care, radiology, hospital billing, DME, Therapy, ASC, anesthesia, and physician practices. She also provides services as an independent review organization for providers under Integrity Agreements.

Ms. Kohler spent eight years in the Arthur Andersen audit and consulting practice where she progressed from staff auditor to manager. Her audit and consulting experience included publicly traded, privately owned, governmental and not-for-profit organizations.

Significant audit clients included health care organizations, hospitals, manufacturing and retail establishments.

Later, Ms. Kohler was the Regulatory Compliance Officer of a five hospital integrated health delivery system in Baltimore. In that role, she provided overall compliance guidance, and provided the necessary assistance to evaluate and resolve compliance issues at all the hospitals. She also developed an ambulatory surgery center, home care agency, and maintained overall administrative and management responsibility for the wholly-owned physician billing company, which billed for over 500 teaching and non-teaching physicians.

In addition, Ms. Kohler assists attorneys regarding their clients (hospitals and other providers) in understanding the requirements to code and bill properly as it relates to self-reporting situations. She also performs surveys and education, including the review of current charging and coding methodology (CPT and ICD-9 CM) to determine potential "audit liability" providing training to staff and physicians to correct and avoid further problems as indicated.

Compliance is a significant component of the professional services led by Ms. Kohler from both the application of standards, as well as the investigations of why and how standards are not met. The performance of compliance reviews for hospitals, specialty medical practices, home health agencies, and other health care organizations, as well as being an 'independent review organization' under government mandated integrity agreements.

Ms. Kohler also provides investigative assistance to legal counsel by analyzing charging and coding when the physician or physician group is being investigated or indicted. She develops strategy for trial defense and corrective action plan.

LITIGATION SUPPORT

Due to the nature of litigation support, not all cases in which Ms. Kohler has been designated as an expert has required deposition or testimony beyond the preparation of an Expert Report. Ms. Kohler is qualified in both Federal and State Courts.

- *Connecticut General Life Insurance Company and Cigna Health and Life Insurance Company v. Elite Center for Minimally Invasive Surgery LLC; Houston Metro Ortho and Spine Surgery Center LLC; and Elite Ambulatory Surgery Centers LLV d/b/a Elite Surgical affiliates.* Civil Action No. 4:16-cv-571 in the United States District Court for the Southern District of Texas. Settled 5/2018.
- *Medical Transcription Billing, Corp. (Plaintiff) Vs. Associated Gastroenterology Medical Group And AGMG Endoscopy Center (Defendant);* DOCKET No. SOM – L 1428 15; November 2017.

- In The United States District Court For The Eastern District Of Pennsylvania; MOORE EYE CARE, P.C., et al., Plaintiffs - CIVIL ACTION NO: 15-CV-05290-SD vs. SOFTCARE SOLUTIONS INC., et al., Defendants. June 2017.
- SHARP - ASC, et al; Litigation Assistance and Expert Testimony for two lawsuits by several entities. April 2017 (on-going).
- SHARP – Allstate - Allstate Insurance Company, Allstate Indemnity Company, Allstate Fire And Casualty Insurance Company, Plaintiffs, Vs. David Shawa, M.D., Andrew Morris, D.C., Nicholas Looee, D.C., the S.H.A.R.P. Treatment of South Bay, Inc., Sharp Surgery, Inc., and DOES 1 through 100, inclusive, Case No. BC525911, located in the Superior Court of the State of California, County of Los Angeles-Central District. Provide Litigation Assistance and Services. April 2017 (on-going).
- Blank Rome Adventis; U.S. ex rel. Gohil v. Aventis; Coding and reimbursement consulting services. August 2017 (on-going).
- Community United Methodist Hospital, Inc. v. WellCare Health Insurance Company of Kentucky, Inc., Commonwealth of Kentucky, Jefferson Circuit Court, Case No. 16-CI-001536. Judge Angela McCormick Bisig.
- Provide Billing Review Litigation Support and Expert Testimony. Tyler v. Dong Thy Vn, LLC, - Case# CO15-867, Circuit Court of Fredericksburg, VA. Settled June, 2017.
- Provide Expert and Consulting Services to Douglas Sung Won, M.D. and Nick Nicholson, MD under Attorney Client Privilege regarding alleged Insurance Fraud, kickbacks and bribes for Grand Jury Indictment case. United States v. Dr. Won, et. al [21 total defendants] U.S. District Court for the Northern District of Texas, Dallas Division, No. 3:16-CR-516-D. Under Seal. January 2017. David L. Horan, U.S. Magistrate Judge. Sidney A. Fitzwater, U.S. District Judge.
- Litigation Support and Potential Expert Testimony. Connecticut General Life Insurance Company and Cigna Health and Life Insurance Company v. Elite Center for Minimally Invasive Surgery LLC; Houston Metro Ortho and Spine Surgery Center LLC; and Elite Ambulatory Surgery Centers LLC d/b/a Elite Surgical affiliates. Civil Action No. 4:16-cv-571 in the United States District Court for the Southern District of Texas. January 2017. Jury Trial Scheduled **February 12, 2018**. Judge Hogt.
- Provide independent professional services as an Independent Review Organization for Zwanger Pesiri Radiology Group, LLP and all other covered entities as defined in the Corporate Integrity Agreement (CIA) effective November 1, 2016, including a Claims Review and Independence and Objectivity Certification. 2017 (Five year term).
- Litigation Assistance and Expert Testimony - RE: CAUSE NO. 2014-73373- Nool P. Nigam, M.D., Plaintiff, v. Anjali Jain, M.D. and Houston Physical Medicine Associates, P.A., Defendants in the District Court, Harris County, Texas, regarding breach of contract, fiduciary duty, defamation, and fraud. Settled August, 2017

- American Anesthesia Associates (Willis) v. Allstate Property and Casualty Insurance Company, Case No. 15-002772-NP in the State of Michigan. Litigation Assistance and Expert Testimony for Allstate Property and Casualty Insurance Company regarding Anesthesia Billing and Charges (Initial and Subsequent Engagements). Settled June, 2017.
- Litigation Support conducting record reviews in area of insurance billing and coding and providing research and analysis, providing written report and potential Expert Witness. Nick Nicholson, M.D. d/b/a Nicholson Clinic v. Aetna Health, Inc. IMS Project #10748, Case # 01-2015-0005-9783 American Arbitration Association of Dallas, TX. August 2016. Settled January 2017.
- Litigation support for Dr. Mehta for presentation to New Jersey Board of Examiners challenging allegations by N.J. Office of the Attorney General-John J. Hoffman, Acting AG of NJ.
- Carlasccio Orthopedics v Horizon New Jersey Health in the Superior Court of New Jersey provided support assistance to Plaintiff for billings challenged by Horizon. Settled November, 2016.
- Oschner Clinic Foundation v. Lexington Insurance Company; Litigation and Evaluation of Business Interruption Loss Assistance; Settled February, 2017.
- Several cases in process at January 1, 2016, regarding Medical Board License issues and insurance company payment issues.
- Litigation Assistance and Expert Testimony – Case No. 10-10290 (SR); Berks Behavioral Health, LLC, v. St. Joseph Regional Health Network d/b/a St. Joseph Medical Center, et al. In the U.S. Bankruptcy Court for the Eastern District of Pennsylvania. In Support of St. Joseph Medical Center. Expert Report due July 2015. Judge Raslavish and Judge Fehling. February, 2018 (on-going).
- Litigation Assistance and Expert Testimony – Case No. 1047666; Cause #2014-42455. Gulf Coast Billing, Inc. v. Texas Neurodiagnostic Associates, Inc.: In the County Court of Law No. 4, Harris County, Texas in Support of Gulf Coast Billing, Inc. Settled after initial data submission 4/2/2015.
- KETTERING ANESTHESIA ASSOCIATES, INC. (Plaintiff) V. PST SERVICES, INC. (Defendant)-Civil Action No. 3:13-cv-00145; September 2014 – Deposed 2/11/2015. Settled 7/2015.
- ALLIANCE ONCOLOGY, LLC v. HARVARD VANGUARD MEDICAL ASSOCIATES, INC., ET AL.; Case NO. 13-CV-11438-NMG (D. MASS.). Deposition April 7, 2015. Settled and sealed by Court without trial November 2015.
- Litigation Support and Potential Expert Testimony - UNITED STATES OF AMERICA and STATE OF TEXAS, ex rel. KATHERINE J. SIMMS (Relator) v. AUSTIN RADIOLOGICAL ASSOCIATION (Defendant); Civil Action No. A-10-CA-914-AWA; Regarding Adequacy of Internal Controls and Processing Standards Utilized Within Defendants' Operations for Credit Balance Handling; February 2014, Deposition. Sealed by Court without trial June 2014.
- Acacia Mental Health Clinic, LLC - Results of Probe Audit of Services Provided by Acacia Mental Health Clinic, LLC and Answer to DOJ/AUSA Demands/Comments. Settlement with Government 6/2015.
- RADIOLOGY LTD., P.L.C., an Arizona professional limited liability company; and TUCSON IMAGING ASSOCIATES, L.L.C., an Arizona limited liability company, (Claimants) vs. CARONDELET HEALTH

NETWORK, an Arizona non-profit corporation, (Respondent); Private Arbitration settled before testimony; Expert Report; settled January 2014

- Aetna Life Insurance Co. v. Humble Surgical Hospital, LLC, No. 4:12-cv-1206 in United States District Court, Southern District of Texas; reasonableness of charges; Finalized June, 2017.
- Connecticut General Life Insurance Company And Cigna Health And Life Insurance Company (Plaintiffs) V. Humble Surgical Hospital, LLC, (Defendant), Civil Action No. 4:13-CV-03291. United States District Court, Southern District of Texas; reasonableness of charges and non-participating provider billing and related damages for non-payment of claims by Cigna; Expert Report filed December 2015; expert testimony January 2016; Judge written decision June 1, 2016 in favor of Humble.
- US Imaging- Litigation Support and Potential Expert Testimony –for Chopra & Associates, PA in Dispute Regarding Reading Fees Owed. Case No. 2012-26531; October 2013; deposition given 2/2015; settled 4/2015
- X-Ray X-Press - Litigation Support and Potential Expert Testimony - Damages for Breached Contract: X-Ray X-Press Corporation v. Cantex Continuing Care, LLC et al. Case No. 2012-60883; October 2013. Settled 10/2014.
- Litigation Support and Potential Expert Testimony – Hanley Limited Partners, LLC, Ray Hanley, Marsha Hanley v. Doctors Express Franchising, LLC, Rhino 7 Franchise Development Corp, Doug Schedule, Peter Ross, Scott Burger, Tony Bonacuse; March 2013. Expert Report. Settled January 2014.
- Alliance Healthcare, Inc. v. Argonaut Private Equity, LLS and Medical Outsourcing Services, Inc. Case No. 73 103 Y0027 10. Expert Report support position for Argonaut, et al regarding billing of fluorodeoxyglucose (FDG). May 2011. Settled 2013.
- Tushar Tripathi, MD v. Centrastate Medical Center No. A-032510-822 – American Health Lawyers Association Arbitration, New Jersey. Hospital’s obligation to make guaranty payments to a physician under agreement. Testified February 2010.
- Guardianship of Dana Clyde Jones. Circuit Court of the 17th Judicial Circuit in and for Palm Beach County, Florida (Broward County Courthouse). File No: 06-1125(60). Reasonableness of Charges and Balance Billing. Expert Report. Settled without testimony.
- Stephen B. Eigles v. Jong Kook Kim, et al. Civil Action No. AMD 1:07-CV-2223. Expert assistance to attorney in radiologist’s compensation and restraint of business services at hospital. September 2009. Settled 2013.
- South Florida Bone Marrow/Stem Cell Transplant Institute. Case No. 1:06-CR-028-SPM. and United States of America vs. Dipnarine Maharaj and Jacqueline Gouvea Case No. 9:07-CR-80024-DTKH. Inappropriateness of billing to private medical payers (Mail Fraud). South Florida District. Testified April 2008.
- Troy M Rowland v. Wesley Medical Center LLC and American Family Mutual Insurance. Case No. 06 CV 300; 18th Judicial District, District Court, Sedgwick County, Kansa. Civil Department. Settled 2007.

- USA v. John A. Kiely, MD. Case No. 1:11-CV-00668 – Litigation Support in providing Expert Report for first attorney under restriction. Government Review of Laser Procedures 2006. March 2007
- Dennis G. Kleban, M.D. v. Jacqueline S. Eghrari-Sabet, M.D. In the Circuit Court for Montgomery County Maryland. Civil Action #256314. Issued: February 2005; Deposition: December 13-14, 2005; Trial: February 15, 2006. Qualified with limited testimony.
- Albemarle Eye Center, PLLC v. Marshall Redding, MD Case # 01-CVS 342 and Marshall Redding, M.D. v. Albemarle Eye Center, LLC, Case #01-CVS 382. In the General Court of Justice Superior Court Division, Pasquotank County North Carolina--Deposition: June 2004. Settled December 2004.
- Group Anesthesia Services v. American Medical Partners of North Carolina, Inc.-- Case # CV817199- Breach of Contract, Fraud and Negligent Misrepresentation. Superior Court of California-City and County of Santa Clara. Filed May 2003; Report: October 2004; Deposition: February 7-8, 2005; March 11, 2005; Testimony (Arbitration): March 16-17, 2005.
- Jimmy L. Nungesser v. Wesley Medical Center, LLC, a Delaware limited liability company and Quinlyn Foules; Case no. 03 CV 0171. 18th Judicial District, District Court, Sedgwick County, Kansas Civil Department--[Expert Report].
- 1-Tenet Health System Hospitals, Inc. dba Doctors Medical Center, Modesto, Inc. vs. Aetna U.S. Healthcare, Inc. DOES 1-20, Inclusive. Case No. 348881 Trial Date: June 7, 2005. Expert Declaration. April 27, 2005.
 - 2-Long Beach v Aetna Health of California, Inc.
 - 3-United Western Medical v Aetna Health of California, Inc. Case No. 72 193 00547 04 SIR
 - 4-Desert Hospital v Aetna Health of California, Inc.
 - 5-Rancho Springs v Aetna Health of California, Inc.
- Compliance Dispute on Behalf of Bayside Medical Group[Aetna Modifier Case] - Compliance Dispute of Dr. Budd N. Shenkin and California Medical Association against Aetna. Mediations: August 3, 2005 D.C.--August 16, 2005 Chicago--August 29, 2005. Settled.
- Re Managed Care Litigation, MDL 1334. As an expert under Navigant Consulting for the defendants (Aetna). Provided expert testimony on the sun-issue that was arbitrated in Chicago regarding the use of modifiers. 2005
- Strauss v. Strauss, No. 92-7978-S Civil, Remanded from: Howard Strauss v. Josephine M. Strauss, 101 Md. App. 490, 647 A.2d 818 (1994). Court of Special Appeals of MD 1994. Testified-1994 Circuit Court Allegany County Maryland.
- State of MD v. Tsinberg Expert Report December 2000; presentation to State of Maryland for settlement. Baltimore Maryland.
- United States of America v. Mary H. Fang, et al-97-0444. Medicare Fraud/Mail Fraud-Selling Drug Samples/Aiding and Abetting. Final Order and Consent Order 1999.
- Michael J. Webb, M.D. as general partner of Webb Medical Services, Ltd. v. Marion Community Hospital, Inc. d/b/a Columbia Ocala Regional Medical Center. Case No. 00-1047-CAG. Litigation

Support-Breach of Contract re sale-management agreement. Circuit Court of the Fifth Judicial Circuit In and For Civil Action, Marion County, Florida, 2000.

- Marion Community Hospital, Inc. v. WEBB Medical Services, Ltd., No. 99-0103-CA-D, Eviction-Breach of Lease. Circuit Court of the Fifth Judicial Circuit in and For Civil Action-Marion County, Florida, 1999.
- United States of America v. Richard Markoll, Ernestine Markoll and Bio Magnetic Therapy Systems, Inc. Case No. 3:00CR133 (EBB). Inappropriate Billing. United States District Court of Connecticut, 2001.
- Eutaw Oncology Associates v. Carol L. Rubin, Esq. et al. Case No 9812/13/CC37988. Legal Malpractice. In the Circuit Court for Baltimore City.
- Matossian Eye Associates P.C. v. Barry Oppenheim, MD. Litigation support re: buy-in valuation; breach of contract; shareholder agreement-covenant not to compete. June 1999.
- Timothy Huzzard and Hanna Huzzard v. Douglas Caldwell, M.D. of Redi Care Medical Center of Taylor, Inc. No. 94-CV-4631. Civil Action-Law-Jury Trial Demanded-Medical Malpractice. Court of Common Pleas of Lackawanna County Pennsylvania, 1997.
- FCCM v. Furst v. FCCM (Falls Church Medical Center). At. Law No. 145972. Covenant not to compete and damages. Virginia: In the Circuit Court for the County of Fairfax.
- Carolyn J. Harrington, M.D. v. Erik B. Young, M.D., P.C. No. 154701-V. Breach of Contract-Duty of Good Faith and Fair Dealing. Circuit Court Montgomery County, 1996.
- Leo I. Donovan, M.D. v. Albert K. Lee, M.D. - Civil #43705. Breach of Contract on Sale of Practice. Circuit Court Montgomery County. 1992.
- Ducey v. Ducey – #FM-07-2977-06. Valuation of ownership interest in the Femino-Ducey Orthopaedic Group, P.A. Ocala (2 cases)

Continuing Professional Education

Ms. Kohler has published several manuals in the areas of coding, billing and practice management. She continues to provide educational courses to clients and others on a local and national basis. The most recent books are published by HCPro.

She also has been awarded the status of LIFE MEMBER in the Maryland Association of Certified Public Accountants, Inc. effective 7/1/2015 a special status awarded only to those who have been MACPA members in good standing for a period of 40 continuous years or more.

Community Involvement

Ms. Kohler had been on the Financial Review Board for Continuing Care Facilities of the Department of Aging for the State of Maryland. She is on the Board Member of the JKTG Foundation.

Ms. Kohler has received the Bronze, Silver, Gold awards and President's award from HFMA. She continues to be active with HFMA and served on educational committees in chair and member positions.

Publication/Articles and Presentations by Charlotte Kohler:

| Article/Publication Title | Publication/Date |
|--|--|
| <i>KHC – Pieces for Success: Industry newsletter sent to 900+ distribution list of interested parties.</i> | <i>Bi-monthly/Monthly from 2010 to present.</i> |
| <i>HCPPro-Physician Practice Billing from A to Z</i> | Book, April 2015 |
| <i>HCPPro-Hospital Billing from A to Z</i> | Book, June 2014 |
| <i>HCPPro – Long Term Care Billing from A to Z</i> | Book, November 2016 |
| <i>Ask the Expert: Compliance Issues for the Hospital Employed Physician</i> | MGMA Newsletter, March/April 2010 |
| <i>Improving the Profitability for the Freestanding Radiology Center Through Strategic Planning</i> | RBMA Bulletin, 2/04 (Radiology Business Managers Association) |
| <i>Improving Operations in the Freestanding Radiology Center</i> | RBMA Bulletin, 2/03 (Radiology Business Managers Association) |
| <i>Proper and Complete Billing Does Not Start with the Charge Master</i> | Maryland AAHAM Newsletter, Winter 2002 |
| <i>Stemming the Losses in the Emergency Department</i> | Chesapeake Bay Line, 3/2001 |
| <i>What is the Impact of These Mergers of Medical Practices on the Patients and the Physician?</i> | The Medical News, 4/95 |
| <i>Ambulatory Care Experts Disagree on Who Should Manage ACCs</i> | Convenience Care Update, 10/94 |
| <i>Collaboration: Merger, Sale or Forget-It!</i> | NAFAC News, Fall 1994 (National Association of Ambulatory care Centers) |
| <i>A Look at Group Practice Without Walls</i> | Medical Office Mgr. 3/94 |
| <i>Medical Practice Valuations</i> | The Chesapeake Bay Line, 5/94 |
| <i>Mergers: Expect job Upheaval and a Long Transition</i> | Medical Office Manager, 11/94 |
| <i>The Price is Right... Or Is It? Valuing a Medical Practice</i> | Physicians Practice Digest, Summer 1993 |
| <i>Time Management-Proper Delegation Increases Practice Efficiency, Productivity</i> | Practice Personnel Bulletin, 9/91 |
| <i>Payment Ratios Improve Office's Collection Rates</i> | Medical Office Manager, 8/90 |
| <i>Personnel, Profit and Jail: How to Survive in the 1990s</i> | Convenience Care Update, 1/90 |
| <i>Avoid Three Little Mistakes and Make a Big Difference to the Office's Bottom Line</i> | Medical Office Manager, 12/89 |
| <i>Selling Out? Conduct Appraisal of ACC Before Talking!</i> | Convenience Care Update, 12/89 |
| <i>Choosing the Right Incentive Plan is a Balancing Act Between ACC, Physician</i> | Convenience Care Update, 11/89 |
| <i>Truth or Consequences: Is It Really a Consult?</i> | Maryland MGMA Newsletter Fall 1989 |
| <i>Office's Financial Records are the Only Sure Defense Against Medicare Abuse</i> | Medical Office Manager, 5/89 |
| <i>Teaching Doctors to Bill for Services is Easier Said Than Done, But Possible</i> | Convenience Care Update, 4/89 |
| <i>Ambulatory Surgery Centers</i> | The Chesapeake Bay Line, 2/89 |
| <i>Solve Problems Before They Arise with Thoroughly Written</i> | Convenience Care Update, 10/88 |

| Article/Publication Title | Publication/Date |
|---|--------------------------------------|
| <i>Policy Manual</i> | |
| <i>Ambulatory Surgi-Centers</i> | The Chesapeake Bay Line, 8/88 |
| <i>A Basic Introduction to the Valuation of Medical Practices</i> | MGM Journal, 4/88 |
| <i>Successful Business Strategies-Before Buying or Selling ACCs, Establish Prices and Determine Optimal Pricing</i> | Convenience Care Update, 6/88 |

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- Improving Collections in the Physician's Office
- Navigating Denial-Tools to Stay Afloat-For Physician Practices
- Navigating Denial-Tools to Stay Afloat-For Hospitals
- Billing Compliance and HIPAA Checklist for Medical Practices
- Medical Office Biller's Questionnaire (Assessment Tool)
- Collector's Assessment Tool
- Policies and Procedures for the Medical Office and Ambulatory Care Centers
- Policies and Procedures for the ASC
- Health Insurance Training Manual
- Imaging Center Policies & Procedures Manual - Published under License from KHC/NCI (copyright) For use by Radiology Business Management Association.

Speaking Engagements Held For Following Organizations:

- ❖ Federal Ambulatory Surgery Association (FASA)
- ❖ National Association for Ambulatory Care Centers (NAFAC)
- ❖ HealthCare Financial Management Association (HFMA) – National, Maryland, Pennsylvania, North Carolina, Iowa
- ❖ American Healthcare Administrative Management Association (AAHAM) – National and Maryland
- ❖ Maryland Association of Home Care (MAHC)
- ❖ Medical Group Management Associations (MGMA-MD, MGMA-DC, MGMA-Eastern Section)
- ❖ National Association for Home Care (NAHC)
- ❖ Temple University
- ❖ Multiple Hospitals and Medical Groups
- ❖ National Health Care Lawyers Association
- ❖ Florida Bar Association
- ❖ National Health Care lawyers Association
- ❖ Maryland Association of Certified Public Accountants (MACPA)
- ❖ American College of Medical Genetics
- ❖ National Society of Healthcare Business Consultants
- ❖ Maryland Hospital Association
- ❖ Maryland Hospital Education Institute
- ❖ OHIMA (Ohio)
- ❖ AHIMA – Western Region

● **Seminars and Speaking Engagements:**

- 9/29/05 – GW HealthCare-Corporate Compliance Certificate Program
- 4/7/06 – AAHAM/HFMA – *“The Role of the Clinician in the Revenue Cycle.”*
- 1/11/08 – NSCHBC Winter Meeting - *Engagements Around Stark* in Tampa FL.
- 4/8/08 – AAHAM-HFMA – *“Observation and One Day Stay – Possible Billing and Reporting Changes in Baltimore, MD.*
- 11/11/08 – AHIMA Regional Coding Update – *“Being More than Prepared for the Recovery Audit Contractors”*.
- 12/19/08 – Presentation to the Florida Bar – *What Every Physician’s Attorney Needs to Know About Electronic Medical Records.*
- 10/16/2009 - AAHAM – Meeting – *Revenue Audit Contractors: Assessing Your Risk* in Las Vegas, NV
- 3/10/09 – *Nuts and Bolts of RAC* in Columbus, OH.
- 5/13/09 – AAHAM Audio Conference – *One Day Stay vs Observation.*
- 9/16/09 – AAHAM 37th Annual Institute – *Getting Ahead in the Physician Practice Race* in Ocean City, MD
- 1/20/10 – North Carolina Community Centers Association – presentation on behavioral health, diabetes, and CFO conference on finance/regulatory issues. Charlotte Kohler and Cathy Zito presenting.
- 1/28/10 – HFMA Appalachian Chapter in Harrisburg, PA. *Charge Master And Revenue Cycle Issues For The Pro-Fee Practices.* Charlotte Kohler presenting with Chuck Zorn of Physician Support Services, LLC.
- 8/20/10 - MGMA - Practice Operations Program on *Outsource Billing* in Howard County, MD.
- 8/20/10 – MD HFMA - in the afternoon on *Hospitals Challenge-Physician Reimbursement and Related Regulations.*
- 10/7/10 - *CMS Recovery Audit Contractor Recent Experiences.* Charlotte Kohler and Ted Giovanis at HFMA-AI in Cambridge, MD.
- 11/5/10 – HFMA William J. Mooney Educational Session – *Revenue Cycle-Basic Understanding with a Focus on Compliance* in Baltimore, MD.
- 1/20/11 – Webinar Regarding *The New Supervision Regulations* with Maryland HFMA.
- 2/9/11 – National AAHAM - *The New Supervision Regulations.*
- 9/15/11 – AAHAM, Ocean City, MD – *Managing Physician Practices.*
- 9/27/11 – American Health Lawyers Association and HealthCare Compliance Association Forum, Baltimore Maryland – *“Bridging the compliance/Operational Gap from the Board Room to the Operating Room*
- 10/5-7/11 – AAHAM ANI in Las Vegas-*Congratulations-You are Now in Charge of the Physician Practice*

- 5/24/13 – Charm City AAPC – Session of Compliance in Coding
- 4/13/12 and 5/15/13 - HEDIS Coding Seminar for Johns Hopkins HealthCare providers at Anne Arundel Community College, and at Priority Partners CBO.
- 8/1/12 noon-1 PM – HFMA webinar - *PHYSICIAN COMPENSATION: The Devil is in the Detail* – Charlotte Kohler and Linda Pilla.
- 4/14/13 – 2013 AAPC National Conference – *Murky Waters: Obtaining Clarity in ‘Incident to’, Shared Services and Physician Compensation* in Orlando, FL.
- 5/17/13 – HEDIS Provider Coding Seminar, Johns Hopkins Hospital in Baltimore, MD.
- 5/21-23/13 – 6th Annual ACDIS Conference – *Clinical Documentation Improvement and Compliance – Where Does Compliance Fit Into Your CDI Program?* Charlotte Kohler and Linda Pilla in Nashville, TN.
- 9/20/13 – Massachusetts- HIMA – *Integrating Physician Coding into Hospital HIM – Challenges and Opportunities*
- 10/16/13 – AAHAM ANI – *So Now You Are In Charge of the Pro Fee CBO* in New Orleans, LA.
- 10/29/13 – Charm City AAPC –*“Privacy Compliance Updates and Current Issues”* –speaking at the Charm City Chapter of the AAPC in Towson, MD.
- 11/5/13 – Decision Health webinar – *Physician Practice Scheduling – Understanding the Forces that Drive the Bottom Line.*
- 1/15/2014 – *HEDIS and 2014 CPT Coding Update – AmeriGroup/Wellpoint – to its providers*
- 1/17/14 – *Maryland AAHAM - 3-Day Rule: One Year Later; Update on Clinic E/M Codes for Maryland; Update on Payers requiring Observation for Payment of “In-Patient” Services*
- 1/23/14 – *Effective Post Discharge Care Management Strategies* – Charlotte Kohler at the 2014 Congress on Reducing Hospital Readmissions in Las Vegas, NV.
- 2/18/14 – *MGMA - CPT Changes for 2014.*
- 4/29/14 – *AAPC Charm City Chapter – 2 Midnight Rule in Towson, MD.*
- 4/30/14 – *Tips to Improve HEDIS Measures* by Charlotte Kohler at JHH.
- 5/16/14 – *ABN Challenges and Preventing the Coercion Complaint* – Charlotte Kohler and Robert Mazer for Maryland AAHAM for upcoming Patient Access Meeting at Snyder’s Willow Grove in Linthicum, MD.
- 6/3/14 - *Webinar-ABN Compliance Challenges: Preventing the “Coercion Complaint”* – Charlotte Kohler and Robert Mazur, Esquire for the Metropolitan HealthCare (Chicago Hospital Association).
- 6/10/14 – *Perspectives and Challenges in Meeting Quality and Compliance Standards”,* - Susan Walberg, Janet Ellis and Charlotte Kohler at the National Symposium on Quality and Compliance.

- 6/11/14 – *Overpayment Timing of Discovery and Reporting Webinar* – Charlotte Kohler and Rob Mazer, Ober Kaler at noon for MD HFMA.
 - 4/1/15 - *Overpayments, the Journey from Self-Discovery to Resolution* - Charlotte Kohler, KHC and Robert Mazer, Ober|Kaler Health Law Group speaking on” at the AAPC 2015 Healthcon in Las Vegas.
 - 10/16/15 – Charlotte Kohler is speaking on “*Big Group Practices: Handling Revenue Cycle Compliance*” at the AAHAM Annual National Institute in Orlando, Fla.
 - 12/1/15 – Speaker at the AAPC Charm City-SNOW Sheppard Pratt Conference Center.
 - 6/13/17 –Speaker and Panelist at the HFMA NJ Revenue Integrity Forum - “*How to Use the Auditor Role to Get It Right.*”
 - 12/6/17 – Speaker on Strategic Planning for National AAHAM Webinar.
 - 3/5/18-3/6/18 – Speaker on compliance and the law centered around hospitals on supervision requirements and provider based charges at the MD HFMA Spring Institute.
- ◆ **Audio Educator Series:** *Charlotte Kohler with others at Kohler HealthCare Consulting, Inc.* hosted the first in a series of webinars through AudioEducator. www.audioeducator.com
- *Synergy of Sound Contracting*, 1/30/13
 - *Intersection of Quality & Compliance*, 4/2/13
 - *Physician Compensation and & Reimbursement: The Devil is in the Details*, 5/1/13
 - *Accountable Care Organizations (ACOs): Key Issues and Considerations in Joining and ACO* 9/19/13
- ◆ **Kohler Connections** – Monthly Free Half-Hour Webinars for interested parties on current topics of interest which can be repeated upon request – Began in 2013. Those presented directed by Charlotte Kohler are noted. Otherwise, Charlotte Kohler is responsible for the content.
- *RVUs – What is it, How it works and How to use it* – Charlotte Kohler
 - *Provider Based Regulations – With Comments Regarding Maryland HSCRC* – Charlotte Kohler
 - *Transitional Care Services* – Charlotte Kohler
 - *The Relationship of Clinical Documentation Improvement to Case Mix Index*
 - *Joining an ACO? Key Considerations for Medical Practices?* - Charlotte Kohler
 - *CMS Striving to take the Scavenger Hunt out of Unpaid Claims*
 - *Measuring the Health of a Medical Practice Through Visit Data Analytics*
 - *Functional Reporting for Therapy Services*
 - *Using PEPPER reports to Focus on CDI*
 - *Low Cost, High Yield review Pathway: Can You Afford Not to Mine Your Data?*

- *How to Determine the Appropriate Physician Panel Size*
- *Is Your Medical Practice Efficient?- Target Your Problem Areas Through a Front End Analysis*
- *New Guidelines from Medicare Conditions of Participation for Discharge Planning*
- *Changes in 2014 OPPS May Lead to False Claims Lawsuits for Non- Physician Providers*
- *The 3 Day Rule - Highlights After the First Year - Charlotte Kohler*
- *The Myth of the Medicare “Improvement Standard” for Skilled Services! How to Use the “Jimmo Settlement” to Your Advantage*
- *How to Find Payable Part B services from Part A Medical Necessity Denials*
- *A COACHING MODEL: Great Managers are Not Born... They are Grown!*
- *When is a Reprieve Not Really a Reprieve? When It is Over 2 Midnights. What the Changes Really Mean.*
- *Putting the Pieces Together for Internal Controls*
- *New Guidelines from Medicare Conditions of Participation for Discharge Planning*
- *Data Mining when You Don’t Own a Pick. What You Can See with the Infrastructure You Have Now*
- *Getting the Skinny on Modifier 59 and the X Factors*
- *Documentation Strategies for Minimizing Risk*
- *Employee Handbooks - The Hot Topics and the Manager’s Perspective*