

Company Overview



PointRight Inc. is an industry-leading provider of Web-based analytics and decision support services to the post-acute care industry. PointRight provides analytic services to skilled nursing facilities (“SNFs”), organizations that insure SNFs and assisted living facilities, and utilizes a large, unique base of proprietary data, innovative analytic strategies and a specialized user interface to provide Web-based subscription and other analytic services to more than 3,000 long-term care facilities. These services assist facility clinicians and managers and the organizations that insure them in measuring, benchmarking and ultimately improving clinical, financial and operational performance, and reducing the total cost of professional liability risk. Hierarchical reporting of performance for nursing home chains is used to guide executive decisions regarding resource allocation, staffing, regulatory compliance, corporate priorities and employee evaluations.

PointRight was founded in 1995 by Drs. Barry Fogel, Vincent Mor, John Morris and Lewis Lipsitz to provide data-driven consulting to nursing homes seeking to improve their quality of care. The founders were involved in creating the Minimum Data Set (MDS), a standardized, computerized patient assessment that is mandatory for all patients in SNFs that receive Medicare or Medicaid reimbursement. The measurement and analytic methodology was based on research conducted at Brown University, Harvard Medical School and Hebrew Senior Life, a renowned long-term care system.

PointRight currently has more than 18 million MDS patient-level assessments and its MDS database is continually updated with assessments from more than 3,000 SNFs nationwide. This data is available to PointRight for the development of new analytic services under data use agreements. These features distinguish PointRight databases from government and academic databases that are generally not current and are subject to stringent data

use restrictions. PointRight’s unique MDS database represents a significant competitive advantage, supporting its position as the largest provider of patient-level analytics in the United States’ long-term care market.

Analytic Services

PointRight’s services integrate in-house clinical expertise, proprietary predictive models, and a robust and scalable Software as a Service (SaaS) platform. These services have repeatedly demonstrated their return on investment to customers, resulting in subscription renewal rates of more than 95%. By modeling the relationships of facility and patient characteristics and clinical outcomes, PointRight has developed tools for customers to address problems such as staffing to acuity, preventing negligence claims and reducing rates of preventable re-hospitalizations.

PointRight’s **Healthcare Services** include a range of Web-based analytics that are provided to facilities through a SaaS model on a subscription basis. All services begin with application of the Data Integrity Audit (DIA), which ensures that analyses are based on reliable and valid data. PointRight’s patented DIA service provides real-time automated analysis and feedback on MDS data before it is finalized for submission to the government and inclusion in the permanent medical record. Facility nurses act on this feedback, modifying assessments or confirming documentation to ensure the validity of the data. The benefits include improved care planning, increased reimbursement accuracy, and decreased risk of negligence or regulatory noncompliance. In addition, PointRight aggregates this data to provide managers and executives with performance measurement and benchmarking. Additional services focus on prediction of critical clinical outcomes such as re-hospitalization and mortality, analysis of expected Medicare and Medicaid reimbursement, and identification of areas of legal risk.

PointRight's **Insurance Services** provide intelligence on SNFs' and assisted living facilities' professional liability risks utilizing proprietary predictive models. PointRight's analytics have enabled insurers to improve underwriting performance, facilities to reduce their total cost of risk, and claims managers and defendants to evaluate their exposure and optimize their defense strategy.

Knowledge, Technology & Data

The PointRight team has deep knowledge and expertise in long-term care, applied analytics and healthcare management. The executive and professional staff members have strong educational backgrounds, training and experience, while PointRight's organizational culture promotes learning and collaboration across disciplines. The Board of Directors, which represents a significant strategic asset, includes a group of individuals with a wide-range of expertise from mathematics to long-term care systems.



PointRight has established a flexible and scalable technology platform for delivering current and future Web-based services. The new platform enabled PointRight to effect a smooth transition when the Federal government mandated

a radical change in the required format for MDS assessments (MDS 3.0) effective October 2010. These investments have positioned PointRight to respond to future regulatory changes and support its continued healthcare expansion.

In addition to its unique, continually updated set of SNF patient assessments, PointRight has numerous other proprietary data assets. Proprietary data originating from private sources include:

- Facility- and claim-level professional liability loss histories on more than half of the certified nursing homes in the United States
- Payroll-based staffing data on thousands of facilities
- SNF workers' compensation loss histories
- Consumer and employee survey data from several chains
- Medicare billing data from several hundred facilities

These data sets are linked for modeling purposes with a broad range of public domain data that have been cleaned and optimally organized for analytic use.

Fifteen years of experience in the SNF industry has enabled PointRight to refine its methods for creating high-value analytic services based on diverse healthcare-related data. It has attained a market-leading position and trust in a challenging market segment that demands convincing proof of ROI. This experience, leadership and trust have positioned PointRight for expansion into new, complementary healthcare markets including other post-acute care settings, hospitals and new healthcare-related insurance markets such as medical malpractice and healthcare workers' compensation.

Proprietary Databases

As the trusted data analytics partner to more than 3,000 long-term care facilities that care for more than 600,000 discrete patients annually, PointRight has assembled a unique, continually-updated collection of patient-level data that is available for commercial use. This data is linked with other proprietary data from PointRight's customers, and with public domain and purchased data that have been optimized for analytics. PointRight's unique data assets and comprehensive data use agreements represent a considerable strategic asset.

Innovative Predictive Modeling Capability

PointRight has created unique and valuable predictive models to support both the healthcare and insurance market segments. PointRight's healthcare models allow customers to predict re-hospitalization, mortality, and several adverse clinical outcomes. The insurance models predict professional liability and workers' compensation claims, and are combined with actuarial methodology to provide estimates of expected loss costs. PointRight solutions are based on MDS data that is routinely collected and improved in quality through the use of the DIA, allowing facilities to employ PointRight's predictive scales in place of traditional solutions. Insurance carrier actuaries, including those from Lloyds of London syndicates and international consulting firms, have recognized the PointRight methodology as a superior way to stratify long-term care liability risk and predict future loss costs. PointRight has mastered an approach to building high-value models that can be applied to diverse data types to address new business problems.

Significant Investment in Technology Platform and MDS 3.0 Capability

PointRight has the first and only patented Web-based system for improving the quality of MDS data. PointRight has invested significantly during the past three years to upgrade the SaaS technology platform to support the expansion of its subscriber base and to facilitate the transition to MDS 3.0. This investment culminated in the successful transition of all customers to the new MDS 3.0 protocol on October 1, 2010 and allowed them to retain access to their legacy data from MDS 2.0. The historical investment in technology and the MDS 3.0 capability will support PointRight's expected growth through and beyond the projected periods.

Market Leader in Long-term Care Analytics

PointRight's healthcare products are specifically focused on SNFs that are certified to accept Medicare and/or Medicaid reimbursement. The long-term care industry is expected to grow to over \$350 billion of annual spend by 2015. The nursing home segment will continue to comprise the largest portion, representing 38.5% or \$136 billion of the total market in 2015. As of December 31, 2010 there were 15,689 certified SNFs in the United States, caring

for millions of patients in any given year. Management estimates that approximately one-third of certified facilities utilize some type of software or Web-based service to assist in the preparation of their MDS data for government submission. PointRight has a subscription base of 2,157 facilities and provides analytic services and receives data from over 3,000 facilities. PointRight's leading market position is supported by its clinical knowledge, technology and data.

Opportunities for Expansion in Post-Acute and Other Healthcare Settings

PointRight is leveraging its leadership position within the SNF market to pursue continued expansion of services in post-acute and other healthcare settings. PointRight is pursuing a series of initiatives that target issues such as preventing re-hospitalization, avoiding missed diagnoses and ensuring fair reimbursement in the SNF and assisted living markets. These initiatives are strengthening PointRight's service offerings in the SNF market, and providing expansion opportunities in adjacent care settings such as home care, assisted living facilities and long-term acute care hospitals.

Opportunities for Expansion in the Insurance Market

PointRight began developing insurance-related services as a vehicle for increasing sales of its healthcare services, emphasizing the use of the latter for clinical risk management. As the insurance business grew, PointRight assembled a large and diverse database of nursing homes' professional liability loss experience. Linking this database with the PointRight's knowledge and data on nursing homes' structure, processes and outcomes of care resulted in predictive models that explain over half of the variation in nursing homes' professional liability losses. Insurers, risk-sharing organizations and self-insured chains can use these models to assess, price and manage risk, and to evaluate and defend claims. The PointRight insurance models can be replicated in any care setting where there are sufficient loss history data and an effective marketing channel. PointRight is well-positioned to provide risk analytics for other healthcare providers, including other care settings, chronic care providers and physicians.

Experienced Team & Knowledgeable Board of Directors

The PointRight executive team and Board of Directors are of unusually high quality for a company of its size. Employee turnover at all levels is extremely low and staff members are highly dedicated and mission-oriented. PointRight's senior management and professional staff have degrees from the world's top universities, experience at outstanding institutions and a passion for PointRight's business. The Board of Directors includes three independent directors including an outstanding applied mathematician, a leading authority on long-term care systems, and the CEO of Tufts Health Plan. The quality of the PointRight team supports a high level of interdisciplinary collaboration and learning within the company.

Analytic Services

Overview

PointRight's analytic services integrate in-house clinical expertise, proprietary predictive models, and a robust and scalable SaaS platform. PointRight provides analytical services to more than 3,000 long-term care facilities, two national professional associations and professional liability ("PL") insurers. Combining advanced analytic methods and diverse proprietary databases with domain expertise allows PointRight to reveal meaning and actionable opportunity in the long-term care industry.

PointRight has created tools for customers to address problems like staffing to acuity, preventing negligence claims, and reducing rates of preventable re-hospitalizations by modeling the relationships of facility characteristics, patient characteristics and clinical outcomes. These services enable clients to make confident decisions that deliver significant returns on investment throughout their enterprises and to effectively advocate for appropriate public policy.

Healthcare Services

PointRight's healthcare services improve the financial, regulatory, clinical and compliance processes primarily within the nursing home segment of the post-acute care

industry. The Web-based, SaaS platform allows both caregivers and senior management to make confident decisions that span "from the bedside to the board room." The diversity of data and breadth of PointRight's knowledge resources results in analytic services which touch upon most key aspects of SNFs' operational and long-range management. The healthcare services are segmented in four key analytic offerings:

- DIA
- Performance Portfolio
- CMI Now
- Analytic Insights.

Data Integrity Audit (DIA) is a subscription service that uses a patented process to analyze and correct errors and discrepancies in MDS patient assessments prior to their submission to the government and incorporation in the permanent clinical record. DIA provides instant feedback that prompts facility clinicians to revise data when necessary and to confirm adequacy of clinical documentation. This improves clinical outcomes, ensures accurate reimbursement, manages risk and helps the facility in the event of a Medicare audit. The service checks for correct coding and logical consistency, clinical reasonableness and the correspondence of diagnoses, conditions with symptoms and the correspondence of treatments with indications. Measures of MDS data integrity are periodically reported to facility and chain management. The MDS data obtained via the DIA process is then analyzed for a variety of other purposes.

Resident							A0310					
Name	DOB	MRN	Gender	Room#	ARD	A	B	C	D	E	F	
AUEBIV, GOAMFH	09/24/1922	96603	F	00035	01/03/2011	02	99	0	0	99		

Submission Date: 03/02/2011 03:51:43 PM

Issue C7 Resident's cognition is intact based on BIMS (C0500>12) but resident has signs of delirium (C1300A, B, C or D).

Show Less <<


Why this is an issue: If signs of delirium are coded (whether or not the behaviors fluctuate), then it is unlikely that cognition would be considered to be intact.

Resolving the issue:

- Confirm that signs of delirium were not brought forward from a prior assessment.

Clinical considerations:

- When cognitive impairment is incorrectly diagnosed or missed, appropriate communication, worthwhile activities and therapies may not be offered (RAI 3.0 Manual, p. C-3).



The **Performance Portfolio** is a suite of Web-based, interactive hierarchical reports that present clinical, financial and compliance-related aspects of SNFs' performance that is based on extensive analysis of patient-level MDS data. Drill-down functionality enables facility management and clinicians to focus on patient-specific problems, and roll-ups and benchmarking – the Green Light and Clinical Insights reports; and enables corporate managers and executives to identify trends and outliers. PointRight's RADAR tool, another part of the suite, incorporates proprietary predictive models that address four of the most challenging problems for nursing home operators, which include the prevention of the "headline" adverse outcomes of pressure ulcers and falls, prevention of re-hospitalizations of patients recently admitted from acute hospitals, and appropriately managing patients at the end of life. RADAR scales, based on patients' mandatory periodic MDS assessments, estimates the risks of falls, new pressure ulcers, hospitalization and mortality. Medicare Prospective Payment System (PPS) reports, the final component of the suite, identify situations where improved coding or documentation can potentially increase reimbursement or decrease exposure in the event of an audit.

CMI Now is PointRight's Medicaid Case Mix Index (CMI) Management Tool. This tool is designed for states that use the MDS as a basis for Medicaid reimbursement to help operators and their financial advisors set and implement effective strategies for managing Medicaid case mix so that reimbursement covers the costs of care. Clinical and financial indicators are competitively benchmarked and trended over time, and threats and opportunities related to Medicaid reimbursement are identified. CMI Now is currently available for New York and New Jersey.

Analytic Insights are a series of executive analytic reports that address such areas as professional liability risk, government surveys and certification, revenue cycle challenges, optimizing nurse staffing ("staffing to acuity") and public relations issues. Reports utilize models and benchmarks incorporating PointRight's synthesis of customer data, public domain data and its proprietary databases.

Insurance Services

PointRight analyzes long-term care facilities' professional liability risks using proprietary predictive models built on a unique database of such facilities' claims experience that comprises over half of all certified SNFs in the United States. These analytics are the basis of a range of services that support accurate pre-underwriting risk analysis and targeting of risk management. They also enable claims to be evaluated more accurately and defended more effectively. Customers include commercial insurance carriers, self-insured facilities, and organizations offering alternative risk solutions.

PointRight initially introduced insurance services as a vehicle for selling healthcare services to more facilities, emphasizing the healthcare services relationships to, and uses in, clinical risk management. As the business grew, PointRight assembled a large and diverse database of nursing homes' professional liability loss experience. Linking this database with PointRight's knowledge and data on nursing home structures and processes, and outcomes of care resulted in predictive models that underlie the insurance unit's distinctive services. PointRight continually gathers new data on nursing homes' professional liability experience, allowing for ongoing updates and improvement of the models.

Insurance services are sold in three contexts:

- Partnership programs with commercial insurance and alternative risk companies
- Risk management subscription services to facilities and chains
- Fee-for-service to attorneys, risk managers and third-party claims administrators

PointRight has two commercial insurance partnerships with XL insurance and with CFC (a Lloyds of London underwriter), both which utilize the full range of Insurance services as a comprehensive program. Other insurance customers and SNF facilities buy services separately. Data obtained in the course of providing these services to customers are included in the proprietary database that underlies the predictive models on which the services are based.



Insurance services are segmented in three areas:

- **Risk Analysis Services** – customized risk analysis and pricing support
- **Risk Management Services** – standardized facility professional liability risk profile reports and ongoing risk management services
- **Loss Evaluation & Defense Services** – claims evaluation, claims defense support and expert witness services

Business of Insurance



PointRight Insurance Services



Risk Analysis Services

PointRight’s Risk Analysis Services are provided to insurance partners as part of a comprehensive program. PointRight analyzes each partner’s long-term care professional liability insurance applications and provides analyses that the partners use to make underwriting and pricing decisions. As part of the program, facilities that are insured by PointRight’s partners are generally required to subscribe to PointRight’s Risk Management Services. When claims are

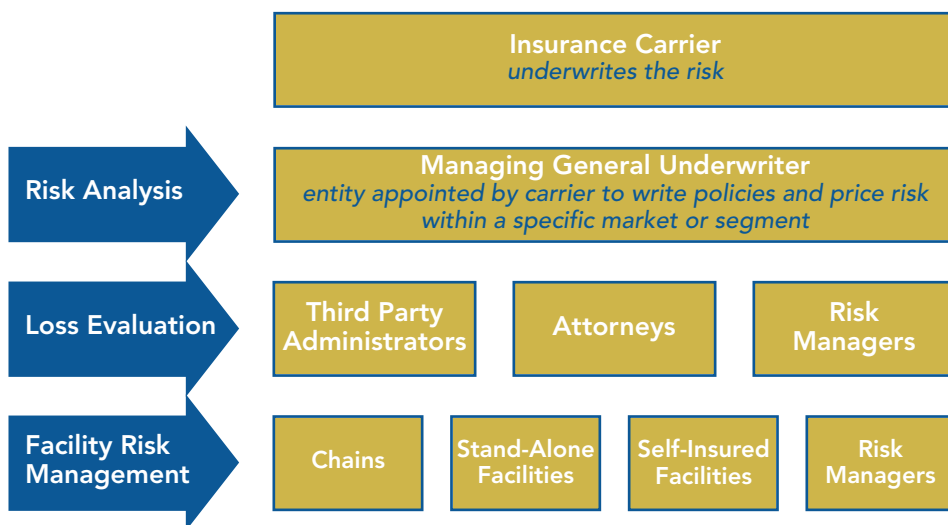
made, the partners utilize PointRight analytics to assist the claims handler and defense counsel in shaping defense strategy and in the settlement and defense of the claim. PointRight receives a percentage of the premium for the Risk Analysis Services in addition to service fees for the other program services. If underwriting profit exceeds preset targets PointRight shares the gain with the partner in the form of a profit share. Providers of alternative risk solutions, including risk-sharing and self-insurance can purchase a similar range of services from PointRight; the customer is charged a higher upfront fee in lieu of the profit share.

In addition to the partnership programs, PointRight offers a standardized professional liability risk analysis based on publicly-available data for a fixed fee per report. This analysis includes risk classification and benchmarking based on proprietary predictive models and offers several unique views of the data. Several carriers have begun to incorporate the standard reports into their underwriting routine.

Risk Management Services

As PointRight’s Risk Analysis Services gain greater market share, the insurance unit has become an important channel for the sale of the healthcare unit’s range of Risk Management Services. When Risk Analysis Services (described above) identify specific remediable risk factors that contribute to a facility’s professional liability risk, PointRight’s Risk

Management Services allow facilities to understand these potential areas of risk and put in place resources and programs to mitigate these risks. In many cases, Risk Management Services can provide solutions to potential risk factors before a loss is incurred. The insurance unit’s customized risk management prescriptions have to date been the most effective part of the healthcare unit’s marketing to freestanding facilities and represent an area of expected growth.



Loss Evaluation & Defense Services

When a claim has been made or is expected, PointRight has a range of Loss Evaluation and Defense Services which enable attorneys, risk managers and third-party administrators to proactively manage exposure. PointRight has created predictive models that estimate the likely outcome of a professional liability claim based on the claim cause and the defendant facility's characteristics. These models can help an insurer decide whether to settle a claim or defend it, and to set a rational reserve and target for settlement negotiations. Analysis of MDS data using the healthcare unit's models can identify new, data-based defenses against negligence allegations and can provide estimates of pre-morbid risk that can mitigate damages. PointRight's services in this area have in practice enabled large nursing home professional liability claims to be settled at levels well below the amounts reserved. As these services have been validated, PointRight is actively marketing loss evaluation and defense solutions to nursing home chains, and is pursuing a partnership with an actuarial firm to package the services with the mandatory actuarial reviews required by self-insured entities and alternative risk organizations.

Intellectual Property

Overview

PointRight has created a significant base of intellectual property, databases, algorithms and trade secrets over the last 15 years. This intellectual property provides PointRight with a unique competitive advantage and a formidable barrier to entry. The following is a brief overview of PointRight's granted patents and registered trademarks

Patents

PointRight holds two United States patents related to the DIA product filed under the heading "Automated Data Integrity Auditing System", and has patent applications filed in Europe and Canada. U.S. Patent #6,542,905 was issued April 1, 2003, and U.S. Patent #6,957,227 was issued October 15, 2005. PointRight actively supports its granted, applied for and pending patents.

Trademarks & Service Marks

PointRight holds 22 active registered trademarks and service marks, including 10 in the United States, 7 in Canada, 4 in Europe and the U.K. and 1 in Mexico. PointRight's registered trademarks and service marks include the following names and logos:

- PointRight
- Analytics to Answers
- Q-Metrics
- PointRight and design
- PointRight's circle logo

Ownership of Data

PointRight has contracts in place with all of its healthcare clients that submit MDS patient data. These contracts include data use and ownership agreements subject to compliance with HIPAA and local privacy regulations. PointRight has right to use all data submitted by its customers on a de-identified basis, owns aggregated and de-identified data created from customer data, and maintains the right to use these data upon the termination of the contract.

Know-How

PointRight has developed a team that has deep knowledge and expertise in long-term care, in professional liability risk assessment, and in applied analytics. With extremely low levels of turnover, the team has developed a unique level of knowledge and know-how in regard to the application of PointRight's data analytics capabilities and resources to the critical issues of post-acute care providers. PointRight's culture is highly collaborative with researchers and statisticians working closely with clinicians and businesspeople in order to develop products that provide excellent returns on investment while improving facilities' operational performance, clinical outcomes and regulatory compliance.

Management, Board of Directors, & Employees

Management



Rodrigo Navarro – *President and Chief Executive Officer, Director*

Rodrigo joined PointRight in 2004. Previously, he was an investment banker at a multinational development bank in South America where his responsibilities included managing equity investment portfolios and overseeing portfolio company operations. He also served as a senior executive and director of small and midsize companies. A native of Bolivia, Rodrigo drafted his country's debt-for-equity swap program and served as Chairman of the Bolivian Stock Exchange. He was honored as a "Global Leader for Tomorrow" by the World Economic Forum in Davos. Rodrigo received his engineering and management degrees from MIT and was a Sloan Fellow.



Barry Fogel, MD – *Founder, Executive Vice President, Director*

Barry co-founded PointRight in 1995. Barry provides PointRight's intellectual leadership, while working closely with the CEO and business unit heads on strategic issues, leading research projects and contributing to the design of new services. He wrote the original business plan for the company and led development of the DIA. More recently he has been involved with devising PointRight's insurance litigation risk models and risk management programs, and in improving the clinical predictive models and case mix adjustment methodologies. Barry is a Clinical Professor at Harvard Medical School. He received his MD from UCSF and his clinical training in Neurology and Psychiatry at Harvard and Stanford. Barry is the Former Associate Director of the Brown University Center for Gerontology and Healthcare Research. He is the author/editor of 10 books; holds numerous patents, and has published over 125 articles and book chapters in neurology, psychiatry, geriatrics and long-term care. Barry has advanced degrees in mathematics from UC Berkeley and received an MBA as a Sloan Fellow at MIT.



Dean Staley – *Chief Financial Officer*

Dean joined PointRight in 2003, and has since been responsible for all finance, human resources and general administration functions. Prior to joining PointRight he held various financial and operations positions in diverse and challenging environments in both public and private companies, ranging from start-ups to Fortune 500 companies, both domestic and international. For more than 14 years, Dean provided financial management consulting services to a broad range of companies as a consultant with Coopers & Lybrand and was a Certified Public Accountant. He received a BS in Industrial Engineering from Penn State and an MBA from Harvard Business School.



Steven Littlehale – *Executive Vice President, Healthcare and Chief Clinical Officer*

Steven joined PointRight in 1997 as its Chief Clinical Officer, and has led the Healthcare business since 2005. Steven has 20 years' experience as a long-term care professional beginning as a nursing assistant and subsequently becoming an advanced practice nurse, educator, researcher and consultant. Steven is a certified specialist in gerontological nursing. He previously held both research and clinical positions at the Hebrew Rehabilitation Center for Aged (HRCA) of Boston (now Hebrew Senior Life). At HRCA he was involved in several national quality improvement demonstrations and research projects and was a member of the MDS 2.0 development team. Steven is a nationally-known teacher and clinical consultant with numerous publications. He received a BS from the University of Vermont and an MS in nursing from Georgetown University.



Mary Chmielowiec – *Executive Vice President, Insurance*

Mary joined PointRight in late 2003, and has been responsible for the development and management of the Insurance Unit since it was launched shortly thereafter. Mary was previously a Principal at Adventis, a management consulting firm supporting high tech and financial services.

She worked at General Electric for more than ten years with responsibility for information systems supporting a range of financial services businesses. Mary is a graduate of GE Information Management Leadership Program and was a GE Capital Pinnacle performance recipient. She received a BS from the University of Rhode Island in Management Information Systems and Finance and an MS from MIT, from the Sloan Management of Technology program.

Board of Directors

The Company's Board of Directors represents an additional strategic asset. In addition to Barry Fogel and Rodrigo Navarro, the Board is comprised of three independent directors:



Peter Falb, PhD – *Chairman of the Board, Independent Director*

Peter is the Principal and the Chief Investment Officer at Dane, Falb, Stone and Company, a Boston-based investment advisor. He has been an angel investor and independent director of numerous startups, several of which have gone public or been acquired by public companies. Peter is a retired Director of Treador Resources, a NASDAQ-listed oil and gas exploration company, and is Managing Director of the F-Co. Holding Companies. In addition to his business activities, he is an active scholar in the field of control theory. He is a Visiting Scientist at the Laboratory for Information and Decision Systems at MIT; he was a Professor of Applied Mathematics at Brown University from 1967 through 2008 and is now a Professor Emeritus. He is the author or co-author of five books on control and systems theory. Peter received his AB and PhD in Mathematics from Harvard.



Vincent Mor – *Independent Director, Founder*

Vincent is the Executive Director for the National Commission for Quality Long Term Care. The Commission was created to evaluate the quality of long-term care, and is convened and administered by the National Quality

Forum (NQF). Dr. Mor until 2010 served as Chair of the Department of Community Health at the Brown University School of Medicine and formerly served as the Director of the Brown University Center for Gerontology and Health Care Research. Dr. Mor was one of the authors of the Congressionally-mandated MDS for Nursing Home Resident Assessment. Dr. Mor has published widely on the measurement of quality of life and physical functioning in various chronically ill populations using both previously standardized as well as novel measures of functioning. He has consulted to several foreign governments on the regulation of long-term care, and lectures internationally on long-term care topics. Dr. Mor is a Fellow of the American Gerontological Society and is on the editorial board of Health Services Research.



James Roosevelt, Jr. – *Independent Director*

Jim is President and CEO of Tufts Health Plan, and Co-Chairman of the Tufts Health Care Institute. Jim is past President of the American Health Lawyers Association. He is also chief legal counsel for the Massachusetts Democratic Party and co-chair of the Rules and By-laws Committee of the Democratic National Committee. Jim was Associate Commissioner for Retirement Policy of the Social Security Administration under President Bill Clinton, and was a partner in the Boston law firm of Choate, Hall & Stewart in Boston. A frequent lecturer and author on legal and public policy topics, Jim is also a Clinical Instructor in the Department of Public Health and Community Medicine at Tufts University School of Medicine. He earned his AB and JD degrees from Harvard; he also completed the Advanced Management Program at Harvard Business School in 2003. Jim is admitted to the Bars of the District of Columbia and Massachusetts, and has appeared before the U.S. Supreme Court.

Employees

PointRight currently has approximately 60 full-time employees at its Lexington, MA headquarters and satellite sales offices. PointRight offers its employees a 401k plan to which the company contributes, health benefits, short and long term disability insurance, life insurance benefits, a flexible benefit plan for dependent care and non-covered healthcare expenses, and dental insurance. PointRight pays 100% of employees' health insurance premiums. PointRight experiences low rates of employee turnover and its operations have always been non-union. Management believes that its relationship with employees is excellent.

Analytics to Answers

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