

STRATEGIC PLANNING:

Strategic Health Care Solutions, LLC (SHCS) and its designee will assist in the development and implementation of the organization's overall strategic plan. Upon the completion of a local and State market analysis and market trends; the company's history of payer and case mix, its occupancy rate, its cash flow, and analysis of its administrative and clinical operations, a strategic plan will be completed. Recommendations may be in the areas of:

- Research & Development
- Certificate/Determination of Need
- Product/Program Development
- Marketing & Communication
- Systems to Improve Clinical & Financial Performance
- Contractual Arrangements to Improve Margins
- Focus Group
- Survey Techniques (Silent Shoppers, Customer Survey, etc.)

RESEARCH & DEVELOPMENT:

Mergers, acquisitions, joint ventures, start-up or facility expansions all require feasibility studies. These may include but are not limited to:

- Direct and evaluate business and product development through joint ventures, acquisition or internal development for established and developing providers
- Preparation of issues
- Evaluation and due diligence review of facilities and/or services to facilitate funding
- Preparation of financial projections and documentation to support development, acquisition and/or **CON** licensure of acute and post-acute/ LTC entities and products
- Interaction with appropriate State and Federal regulators to resolve operating or licensure issues
- Purchase or sale negotiations
- Development of strategic plans and financial projections outlining cash flow, capital requirements, and investment returns for use by owners, boards of directors, trustees, and investors

COMPREHENSIVE PROGRAM DEVELOPMENT:

The design, development, and implementation of an integrated lifestyle management philosophy may be exactly what IPAs, MSOs, and PHOs may want to manage their risk-sharing contracts. Disease

Management or the ability to manage a case rate may be what triggers interest from Managed Care Organizations to send their members your way, while the marketplace may need a specialized program to meet the needs of the community. *Strategic Health Care Solutions* will work with your team of professionals to perform a needs assessment and design comprehensive medical, clinical and rehabilitative programs that will include an educational tool for the staff, families, and patients. More importantly, differentiating your programs to position your company for market dominance.

MARKETING & PUBLIC RELATIONS:

Providers today are facing a breed of sophisticated and informed consumers. Today's consumer enters the marketplace with questions, ideas and convictions. Why is this service line important? Initiating a public relations and marketing campaign is imperative to establish brand recognition, positioning and loyalty while maintaining or improving your company's public image. *SHCS* will assist in developing effective communication strategies to keep all of your constituencies informed.

1. *SHCS* will help organizations develop and adopt proven business strategies for reaching out to new customers while maintaining a steady client pool; thereby **improving your revenue stream**
2. *SHCS* will also assist the management company, Board of Directors and/ or owners to expand their services to new clients thus enhancing the organization's image in the marketplace
3. *SHCS* will provide services to assist you in developing strategies to attract and retain employees

Services are in the areas of:

- Communications
- Hospital Relations
- Physician Relations
- Customer Relations
- Employee Retention
- Managed Care Relations

Whether it is keeping in JCAHO, State and Federal regulatory compliance, continually improving quality, or maintaining the edge over your company's competitor, all are valid reasons for utilizing these service techniques. A further benefit to your systems facility is repositioning the organization to **be ahead of the wave!**

COMMUNICATION:

Strategic Health Care Solutions' communication expert will help your health center and/or organization change its image, whether through word of mouth, print, or other media forms. *SHCS* will assist your organization in:

- Evaluating, Changing & Enhancing Company's Image and Market Position
- Sharpen Communication Techniques and Strategies
- Developing Positive Press
- Handling Questions from the Press
- Responding to Negative Press
- Develop Policies and Procedures for Press Management
- Training your Staff in Effective and Influential Communication (customer, team, peer)

PROVIDER RELATIONS:

SHCS will review your relationship with each provider, and assist the organization in developing the referral process and transition the operation to a more customer/client service-focused approach. The team will assist your company in becoming part of a virtual integrated system through one or more of these programs:

- Shared Service Arrangements
- Pathway Development
- Coordinated Care Protocols
- Co-development and Sponsoring of Education and Community Programs

The focus of this service is to promote collaborative activities to meet the needs of the patient and to maintain a consistent client flow through the healthcare system thus developing a solid client pool and **improving the revenue stream.**

CUSTOMER RELATIONS:

When consumers understand the mission of the facility/company and are involved in collaborative ways, the outcome will better meet customers' needs. *SHCS* accomplishes this through:

- Family Faculty Program
- Employee Task Force
- Customer Surveys
- Sales Training
- Customer Service Training

Family Faculty Program (small cadre of family members gives presentation to staff on collaboration and strategies for good communication) is incorporated into employee orientation and departmental inservice training sessions. The purpose is to look through the customer's eyes with an ultimate goal of improving communication and better position the organization for future success. The establishment of clear, effective communication is the goal and will be facilitated by *SHCS*.

There is no place like home. Those who are the stewards who care with compassion will create a home-like environment, whether they are serving the long-term residents or those with brief stays. Employees at all levels will be sensitized to this through *SHCS* training. Communication techniques, leadership programs, role clarification, team building and integration of cultures following mergers/transitions are facilitated through this product/service.

Customer satisfaction surveys are critical to each element of the operation. *SHCS* will guide the facility in the development (or redesign if one exists), installation, and implementation of a process that will provide reliable data to all departments. This tool along with silent shoppers will help the management know how well they are succeeding in building the repeat business mind-set and word of mouth reputation that tells each manager he has accomplished his goal of meeting the needs of his customers.

EMPLOYEE RETENTION:

The evolving health care climate may be exhilarating, but frightening. Keeping the workforce motivated during times of change: budget cuts, organization restructuring, increase work demands due to regulatory requirements, mergers, acquisitions, and financial restructuring and even bankruptcy is challenging. Facing change requires constantly championing the bigger picture and clarifying the details.

Reward and Recognition Programs (evaluate, update & promote) is key as well as a strong, effective internal communication program. The frontline employee needs to feel valued and be involved in the development of the facility as it changes. *SHCS* will assist in achieving this goal, which will result in employees becoming a part of the solution, and becoming more involved, and committed/ invested in the organization.

PHYSICIAN RELATIONS:

Developing a plan to build an alliance between your company and physicians is the goal as risk shifts from the HMO to other risk-bearing groups (IPA, MSO, INS and PHO). **SHCS** will assess the needs of the physicians in the community, and will assess the types of risk arrangements their practices are involved in, and with which MCO(s). We will assist you to develop a product delivered in a location that will be viewed as a “Center of Excellence”, **resulting in the creation of a niche for a specialty.**

PAYOR RELATIONS:

SHCS provides sales training and support, and marketing promotion and strategies to increase market share and third party payor mix. Recommendations and services will be in the area of:

- Managed Care/Third Party Credentialing & Negotiations
- Case Management
- Census Management
- Contract Compliance
- Consolidation of Contracts due to Mergers & Acquisitions
- Account Receivable Strategy & Resolutions
- Outcome Measurements
- Quality Assurance and Compliance

MANAGED CARE:

Continuity of care, transition from one healthcare center to another, and length of turnaround time for post-acute (Subacute) patients are important factors to Managed Care Organizations and hospitals that are under time and financial constraints. **The RIGHT LEVEL OF CARE in the RIGHT PLACE at the RIGHT TIME for the RIGHT PRICE** is the philosophy of all managed care organizations. Furthermore, this philosophy is being incorporated in Federal and State funded programs (PPS, Waivers).

The correct utilization of resources in unconventional environments enabled post-acute providers to be the cost-effective alternative for HMOs and their managed care counterparts. Financial, operations, and case management systems, rehabilitation and specialty programs and clinical services will be assessed. A Managed Care philosophy will be introduced and integrated at the facility level to assure success in this niche. **Strategic Health Care Solutions** will also help set up systems to improve your relationships with Managed Care Organizations

and to assist management in achieving the necessary organizational cultural shift.

CONTRACT CREDENTIALING & NEGOTIATIONS:

Executed contracts are necessary in order to gain access and full reimbursement. **Strategic Health Care Solutions** will:

- Research and devise a strategy to generate contractual arrangements with MCO, Indemnity Plans, TPA and LTC insurance companies
- Will complete RFI (request for information),
- RFP (request for proposal), and applications
- Perform an analysis of pricing and cost structure of business segments or products to formulate effective pricing strategies
- Support contract negotiations or represent the provider in the negotiation process
- Provide operating guidance and training to each healthcare provider

SHCS's goal is to negotiate all contractual arrangements with MCOs to obtain the margins that will allow your program to grow, and to meet the forever-changing market demands of health care provider, payors, and patients.

State and Federal reimbursement methodologies lend themselves to case-mix approach. The Federal Government reimburses by RUGS, States utilize RUGS II (NY) and MMQ (MA), and in 2004, CT's T19 rates setting methodology may be a composite of RUGS III case rates (direct labor). Moreover, HMOs are renegotiating rates to reflect PPS reimbursement.

Be READY for 2004 and beyond-payors may opt to re-enter the market with a PPO approach to the Medicare Advantage (Medicare+Choice) and Medicaid Advantage programs. Furthermore, supplemental plans will monitor their cost exposure within the care delivery system, and State reimbursements are/may be based on a case mix system; either way a case management system is inevitable!

VENDOR CONTRACTING:

Strategic Health Care Solutions will analyze your vendor contracts as it relates to products and services that are part of the ancillary component of a comprehensive per diem rate for managed care contracts and PPS levels. **SHCS** will negotiate on behalf of its client for the best possible rate as it relates

to the market trends and from a historical perspective of the facility's practice patterns.

Systems will be put in place to monitor cost as it relates to case-mix, payer type, as well as, the under and over utilization of services as it relates to quality of care and durable outcomes (refer to case management), and corporate, State, and Federal compliance standards.

CASE/ COST MANAGEMENT:

Closely managing and monitoring the quality of care and the cost of care is more critical than ever before. *Strategic Health Care Solutions* will help the client develop, install and implement a system to manage the care and respective costs, as well as, track the cost, which is delivered at each level of care. Regardless of payor, contract compliance, documentation of medical necessity, ensuring appropriate assessment reflecting services intensity and level of care are imperative for quality outcomes and reimbursement.

Establishing an effective **CARE MANAGEMENT** approach with an eye on quality, vendor and payor (HMO, STATE, FEDERAL Agencies) contract compliance, and cost and reimbursement will help the organization deliver cost-effective and efficient services. These results will positively *impact the bottom line* and customer satisfaction.

To improve the facility's bottom line performance consultation may be in the areas of:

- Census Management
- Discharge Management
- Resource Management
- Interdisciplinary Team Format/ Communication
- Utilization Management and Review
- Quality Assurance Initiatives
- Evaluating and monitoring the Care Planning Process

MANAGED CARE CONTRACT & MEDICARE COMPLIANCE, ACCOUNT RECEIVABLE STRATEGY & RESOLUTION:

A managed care member may be in your facility, but does this automatically mean payment? Were all your "i"s dotted and all your "t"s crossed? *Strategic Health Care Solutions* will train key personnel who are involved in the revenue generating activities at the facility level. From the facility's Admission

Coordinator, RN Case Manager or designee, MDS/RCP Coordinator to the Manager of Account receivables, *SHCS* will train the staff on the following:

- Verification of Benefits
- Rate Negotiations and Pricing Strategies to ensure appropriate Coverage of Clinical Services
- Contract Compliance
- Continuation of Covered Services (when clinically appropriate)
- Billing Strategies for Timely Payment
- PPS Reimbursement Analysis and Case Mix Distribution

SHCS will work with the team to review your outstanding claims and reduce exposure to zero collectable accounts.

OUTCOME MEASUREMENT DATA MANAGEMENT:

Data is power! JCAHO and OBRA compliance is not the only reason to have outcome measurement systems. Appropriate clinical, administrative, and case management decisions are made when data is at the decision-maker's fingertips. Additional tools may be designed, developed, and implemented in order to compile the necessary data to make sound clinical, administrative, marketing and financial decisions. Moreover, *clinical outcome data is key to landing and maintaining managed care contracts*, while knowing your costs for caring for all types of case will lend the negotiator knowledge when managed care and vendor contracts are up for renewal. *SHCS* will develop a system and compile the data leading to effective managed care negotiations, cost analysis, and MCO, CMS, JCAHO, and Corporate compliance.

FINANCIAL MANAGEMENT SERVICES:

Strategic Health Care Solutions has an extensive affiliation with leaders in the financial and accounting arena. These alliances allow *SHCS* to offer this service to you. These services are:

- Modeling of Risk and Reimbursement Scenarios
- Cost Analysis of Existing Lines of Business, Products or Processes to Enhance Profitability
- The Determination of Adequacy of Pricing, Reimbursement Methodology, and Fee Schedules to Achieve Financial Goals
- Preparation of Business/ Operating Plans including Identification and Analysis of Key Assumptions
- Direction of Financial Functions to Support Start-up or Struggling Entities.