









INTELLIGENCE THAT WORKS

Responding to COVID-19 Immediate Recovery Actions to Restart Operations

Executive Summary

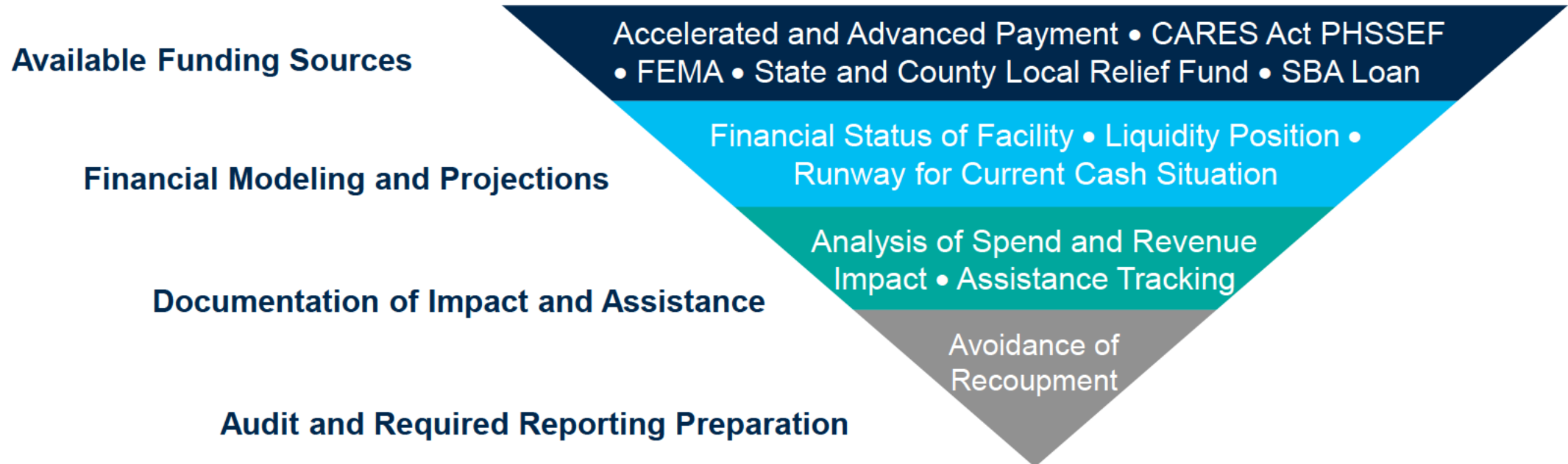
As our country is planning to slowly re-open and begin staging a recovery from COVID-19, Healthcare providers are faced with new challenges of how to ramp back up their clinical and business operations. BRG is working with healthcare providers to successfully navigate today's environment through managing the complex governmental funding sources and implementing a thoughtful business plan for how to operate within the new normal.

Restart Plan Considerations for How and When You Will Reopen:

-  Have you accessed all the available funding sources (CARES Act, FEMA, etc.) and are you prepared for audits?
-  How will risk for COVID-19 infection for patients and staff be contained and controlled when re-opening occurs?
-  What is your communication plan for patients – assurance strategies for patient engagement?
-  What will be the new normal for social distancing in your clinical operations?
-  What is your plan to aggressively manage access and scheduling?
-  What are the volume triggers to bring back staff?
-  How will you continue to leverage telehealth?
-  How are you planning for financial stability?

Accessing Recovery Funding

There are several sources of funds available for healthcare providers to access but there are complexities related to accessing, compliance and reporting. Most hospitals have received some benefits, e.g. telehealth billing, Accelerated and Advance Payments, CARES Act Emergency Fund, FEMA, and others. However, the guidance around quantifying damages is anything but clear. Hospitals need to be diligent in order to maximize these benefits and avoid any future repercussions.



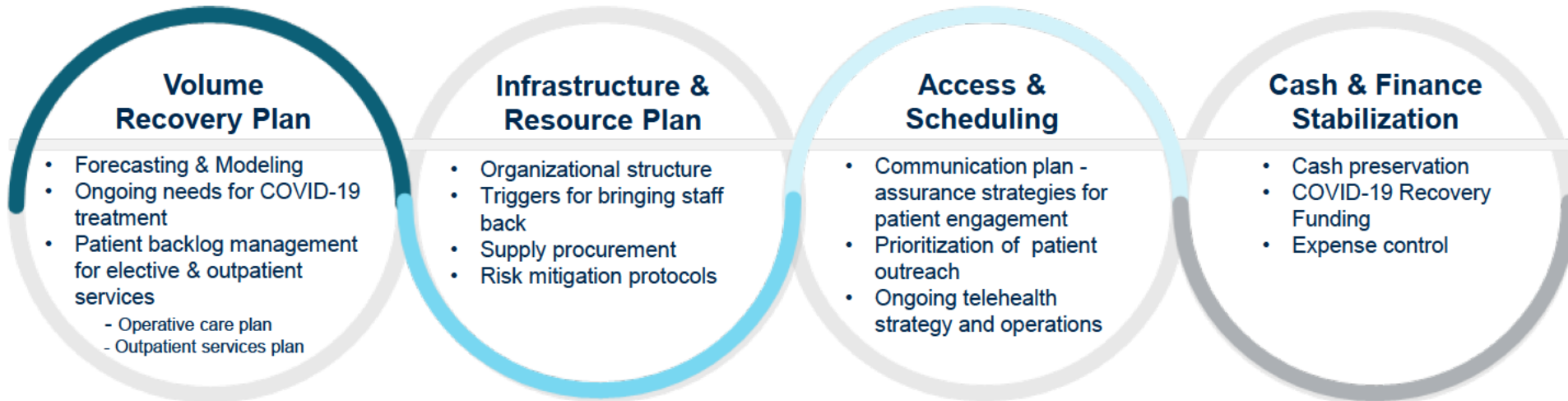
Restarting Operations Within the New Normal

The key to a successful restart will be to design a plan that is agile, with well-defined priorities and goals for what will evolve into a long-term recovery plan

Overarching Critical Imperatives

- Ongoing monitoring of current status of the coronavirus pandemic in your communities
- Access to coronavirus testing and establishment of testing policies
- Setting protocols for healthcare worker's and patient's personal protective assurance
- Supply procurement for ongoing PPE and testing supplies

GETTING PATIENTS BACK



Volume Recovery Plan

Planning for the Restart	Restarting	Rethinking Post Procedural Care Models
<ul style="list-style-type: none"> • Review elective cases waitlist to determine volume in queue • Evaluate all location options for performing procedures to meet community needs and continuity of care • Create a decision matrix to determine which surgeries, treatments and visits should proceed based on patient needs, clinician expertise, and data • Identify and secure staffing, equipment, and supplies • Develop restart plans for specific areas – Operative, Cardiac, Imaging, etc. 	<ul style="list-style-type: none"> • Determine how to segregate COVID-19 patients • Abide by and refine COVID-19 response and surge plans • Evaluate and re-evaluate processes ensure <ul style="list-style-type: none"> - Cross utilization of staff - Optimal supply procurement - Pre-procedural guideline alignment with infection control standards • Extend hours of operation, as needed • Relax block policies in procedural areas 	<ul style="list-style-type: none"> • Implement communication process for high-risk patients undergoing invasive procedures to inpatient nursing units • Create post-operative bedspace with “virtual” hospital beds at home (telehealth, home RN and PT visits) • Utilize telehealth multidisciplinary rounds that are patient and caregiver centric for patients recovering at home

Infrastructure and Resource Plan

PROVIDING STRUCTURE FOR THE RESTART



- Align leadership structure align vertically and horizontally with organizational needs
- Ensure appropriate crisis leaders – clinical and financial – are in place

- Assimilate CDC and governmental guidelines into current facility infection prevention program
- Roll out social distancing guidelines
- Segregate COVID and non-COVID services and patients

- Engage supplies on restart needs
- Provide regular updates on gaps in supplies, equipment and PPE

- Create productivity metrics and guidelines for virtual work places
- Confirm productivity metrics are in place as volume returns
- Communicate expectations with leaders and staff

Access and Scheduling Plan



COMMUNICATION

Patient Engagement

- Develop communication plan for patient and community engagement
- Scripts for schedulers – instilling confidence
 - Patient safety protocols
 - Social distancing policies



TELEHEALTH

Strategy for Utilization

- Determine your approach for telehealth in the new normal
- Identify what services will be scheduled for telehealth and match to existing patient volume in queue
- Build telehealth education into scheduling protocols and scripting



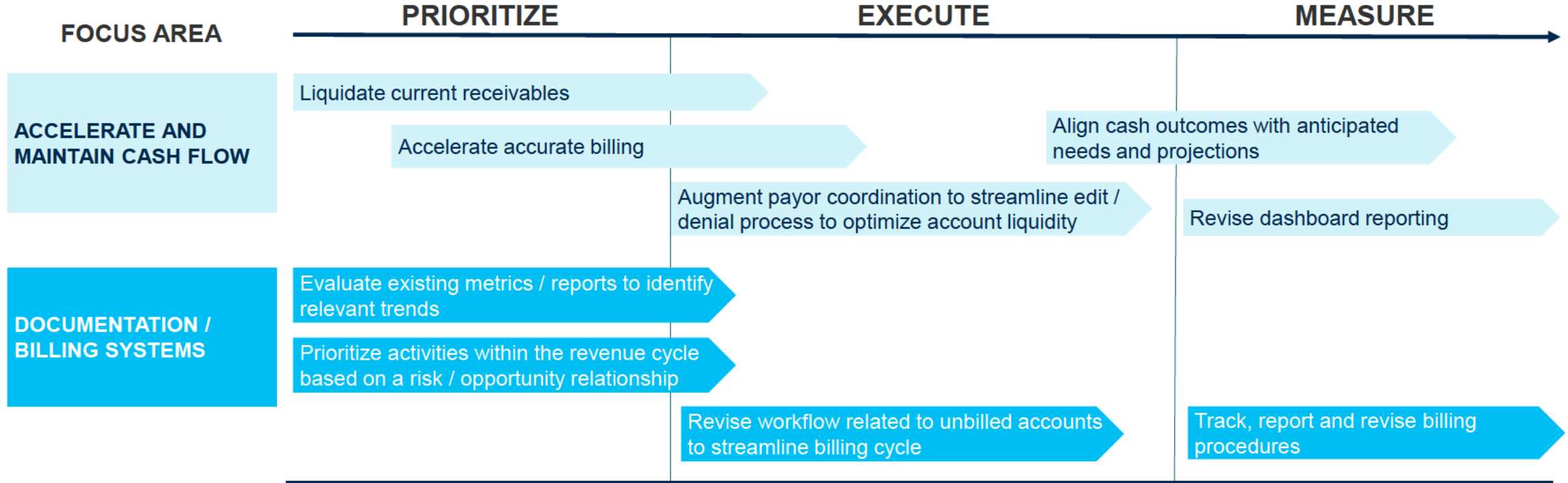
ACCESS & SCHEDULING

Access and Scheduling

- Stand-up/expand a virtual call center
- Prioritize patient outreach and develop matrix for in-person, telehealth and procedural visits
- Create greater access with extended weekday and weekend office hours, as volume dictates

Cash Preservation

Cash on hand and working capital will continue to be affected by the costs associated with delivering COVID-19 care and collection on COVID-19 treatment. As non-COVID-19 volumes return, it is essential to minimize collection leakage. Adjusting RCM procedures as part of your restart plan can help maintain cash conversion.



Expense Control

An aggressive approach to managing expenses is a critical component to restarting operations. Ensure workforce costs are aligned with volume and focus on opportunities to control non-labor spend.

WORKFORCE

- Ensure organization structure aligns with “new normal”
- Use models and forecasting to determine staff ramp up in relation to service
- Evaluate longer-term pauses to services, e.g. additional locations not driving volume
- Review furloughed or flexed staff redeployment needs
- Re-evaluate compensation models
- Determine appropriate benefits adjustments

SUPPLY CHAIN

- Work with vendors on partner concessions campaigns
- Re-evaluate needs for Purchased Services for near-term recovery and return to “new normal”
- Develop/ refine an E-payable program
- Utilize alternative products to lower costs
- Temporarily freeze service agreements

Contact BRG

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