GET TO KNOW BDO

BDO HEALTHCARE Rx

A new prescription for cancer care

The Future of Cancer Care, Accelerated

We've witnessed a turning point in the history of the healthcare industry. Demand, disruption and digital transformation are accelerating to usher forward the future of care.

It's no longer on the horizon; it's here.

As the pandemic abates, we are not experiencing a return — but rather a renaissance — to a new vision for healthcare that is more collaborative, connective and patient-centric than ever before.

While challenges amass, so too do opportunities. That is...if you know where to look.

An urgent script for healthcare, BDO Healthcare Rx is our platform of services that provides a unique, comprehensive viewpoint of your organization's current condition, performance opportunities, and future growth scenarios. Backed by a team of clinicians, financial and regulatory professionals, former healthcare executives, digital and operational specialists, and experiential designers, we focus on rapidly addressing critical support in today's environment across three critical areas:

▶ Financial Improvement

▶ Clinical Innovation

▶ Digital Transformation

The future of cancer care is here. Are you ready?

Transformation Accelerators

The pandemic accelerated five disruptive trends that will define care delivery and successful healthcare organizations in the future:

REVISIONS IN RADIATION CARE

Shifts to value-based payment models and the adoption of accountable care organizations continue to create noise in the radiation space — cancer programs face increased pressures to secure their technology-dependent radiation programs in an unsettled landscape

DIGITAL TRANSFORMATION

The impact of technology has never had a greater impact on the cancer delivery model — from remote patient monitoring, to cybersecurity and emerging technologies, cancer programs must prioritize digital approaches to reach a population in need

PARADIGM SHIFT IN INFUSION CARE

From supply chain breakdowns to increased volume in "brown bagging" pharmaceuticals, infusion centers are forced operate differently
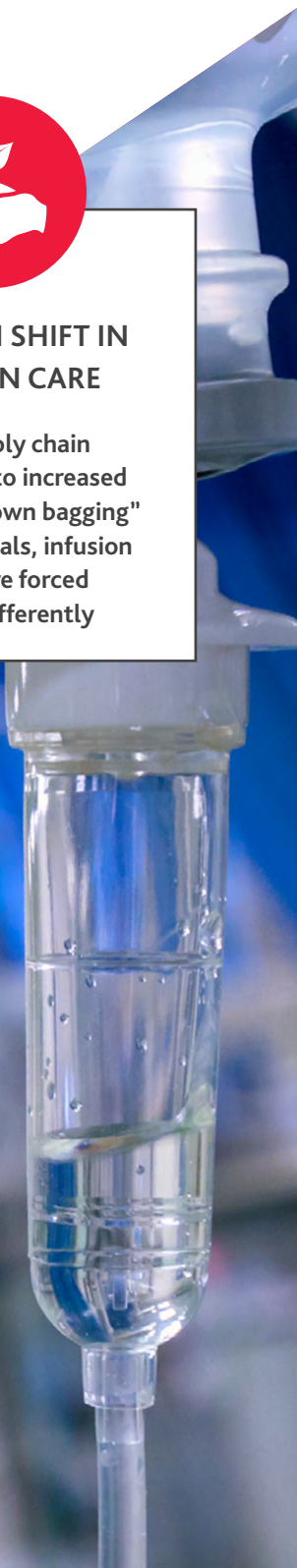
REIMBURSEMENT DETERMINED BY CLINICAL OUTCOMES

Regulators and payers are rewarding superior quality and penalizing underperformers

PATIENTS AS CUSTOMERS

Patient perceptions are now measured, analyzed, and factored into reimbursement levels, giving rise to new business models
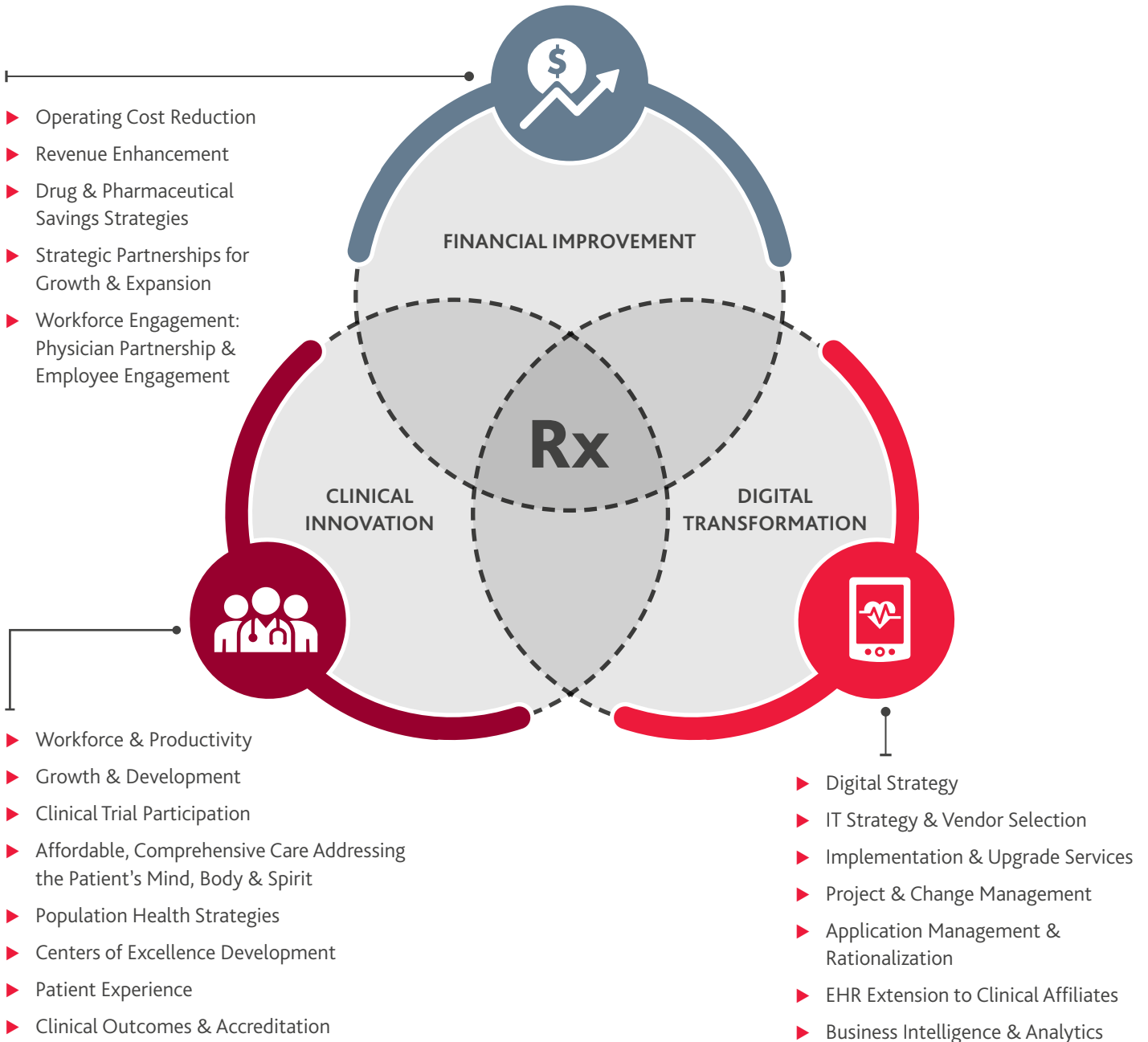
An Urgent Script for Cancer Care

ACCELERATED CHANGE REQUIRES URGENT ACTION

BDO Healthcare Rx brings together clinical innovation, financial improvement and digital transformation to help support organizations as they rapidly identify the operational, care model, workforce, technology, and real estate opportunities that are preventing them from maximizing the return on their strategic commitments.

By applying our proprietary BDO performance diagnostic tool, you can form a thorough and objective assessment of your current state of operations, envision your future possibilities then move with haste to realize them.

FINANCIAL IMPROVEMENT

CLINICAL INNOVATION

Rx

DIGITAL TRANSFORMATION

- ▶ Operating Cost Reduction
- ▶ Revenue Enhancement
- ▶ Drug & Pharmaceutical Savings Strategies
- ▶ Strategic Partnerships for Growth & Expansion
- ▶ Workforce Engagement: Physician Partnership & Employee Engagement

- ▶ Workforce & Productivity
- ▶ Growth & Development
- ▶ Clinical Trial Participation
- ▶ Affordable, Comprehensive Care Addressing the Patient's Mind, Body & Spirit
- ▶ Population Health Strategies
- ▶ Centers of Excellence Development
- ▶ Patient Experience
- ▶ Clinical Outcomes & Accreditation

- ▶ Digital Strategy
- ▶ IT Strategy & Vendor Selection
- ▶ Implementation & Upgrade Services
- ▶ Project & Change Management
- ▶ Application Management & Rationalization
- ▶ EHR Extension to Clinical Affiliates
- ▶ Business Intelligence & Analytics

The BDO Healthcare Rx Method

QUICKLY CONVERT OPPORTUNITIES INTO REALITY

BDO has helped healthcare organizations plan and implement cost savings, new strategies, working rapidly with stakeholders to envision and implement future-state models to optimize performance and improve care with minimal disruption.

The BDO Healthcare Rx method rapidly guides clients through four phases of activity to yield quantifiable results. Each phase of work is calibrated to meaningfully engage stakeholders and provide critical insights in weeks not months.

THE OPPORTUNITY	THE IMPACT	THE PATH	THE REWARD
2-3 WEEKS	4-6 WEEKS	4-6 WEEKS	TIMING DEPENDENT ON SOLUTION SELECTED
START	MILESTONE	MILESTONE	MILESTONE	COMPLETION

PHASE 1: THE OPPORTUNITY	A comprehensive assessment of current state through data and interviews with key stakeholders
PHASE 2: THE IMPACT	Deep dive in priority improvement areas to quantify savings opportunities
PHASE 3: THE PATH	Solution design and activation planning to achieve savings
PHASE 4: THE REWARD	Supported implementation and measured results

BDO Healthcare Rx in Action

LAUNCHING A BRANDED WOMEN'S CANCER CARE EXPERIENCE

THE CHALLENGE	A major regional nonprofit hospital sought to establish credibility as a comprehensive oncology services provider in its community and surrounding areas. To that end, it planned to launch a branded women's cancer care experience to enter the women-centered cancer services market. From there, it needed to develop a long-term strategy to easily transition into targeted growth and expansion of the oncology service line. The organization solicited BDO's assistance from the foundation stage through deployment and ongoing support.
OUR SOLUTION	BDO implemented a five-phase plan to help the organization achieve its stated goals: ▶ Phase 1: Conduct a comprehensive assessment of the organization's existing cancer service resources and a market evaluation of the competitive landscape and referral channels. ▶ Phase 2: Lay out the strategy for creating the program vision and brand distinction. ▶ Phase 3: Create and execute a plan to launch the organization's branded women's cancer program. ▶ Phase 4: Develop a long-term enterprise to mature the brand. ▶ Phase 5: Provide continued support and activation assistance for these and other priority initiatives.
THE RESULT	As a result of our efforts, radiation volume grew by 27%. Other achievements include: ▶ Stabilized a >50% turnover rate for cancer program staff, reducing attrition rate to 0% during the last 8 months of the engagement. ▶ Successfully identified and onboarded a dedicated Director of Oncology services. ▶ Improved surgical outcomes by assisting breast surgeons in obtaining Hidden Scar certifications. ▶ Implemented a robust RN Navigation program to support cancer patients through the treatment journey.

REPAIRING SUBSTANTIAL MISMANAGEMENT BY A THIRD-PARTY FIRM

THE CHALLENGE

A medical practice based out of New York had contracted with a third-party firm to provide practice management and revenue cycle billing and collection services. The practice had concerns related to the external firm's work and engaged BDO to investigate.

OUR SOLUTION

BDO uncovered considerable evidence of mismanagement by the third-party firm, which had resulted in substantial monthly financial losses for the medical practice. Once the discovery was made, BDO employed two solutions to help the practice recover. First, we offered interim practice management and oversight by an experienced senior-level healthcare executive team. Second, we brought in an experienced healthcare revenue cycle executive to provide oversight and transitionary services until a new revenue cycle vendor could be identified.

THE RESULT

Our efforts led to collections and revenue increases of 25%. We were able to collect more revenue in the first three months of 2022 than the previous management collected in the preceding 12-month period. Other results include:

▶ Saved over $15,000 per month in credit card processing fees.

▶ Reduced the number of days for filing hospital charges from a 6-8-week timeframe to just 10-14 days.

▶ Reduced wait time for reimbursement from one of their largest payers.

▶ Created and deployed a chargemaster tool to compare drug costs to reimbursement amounts.
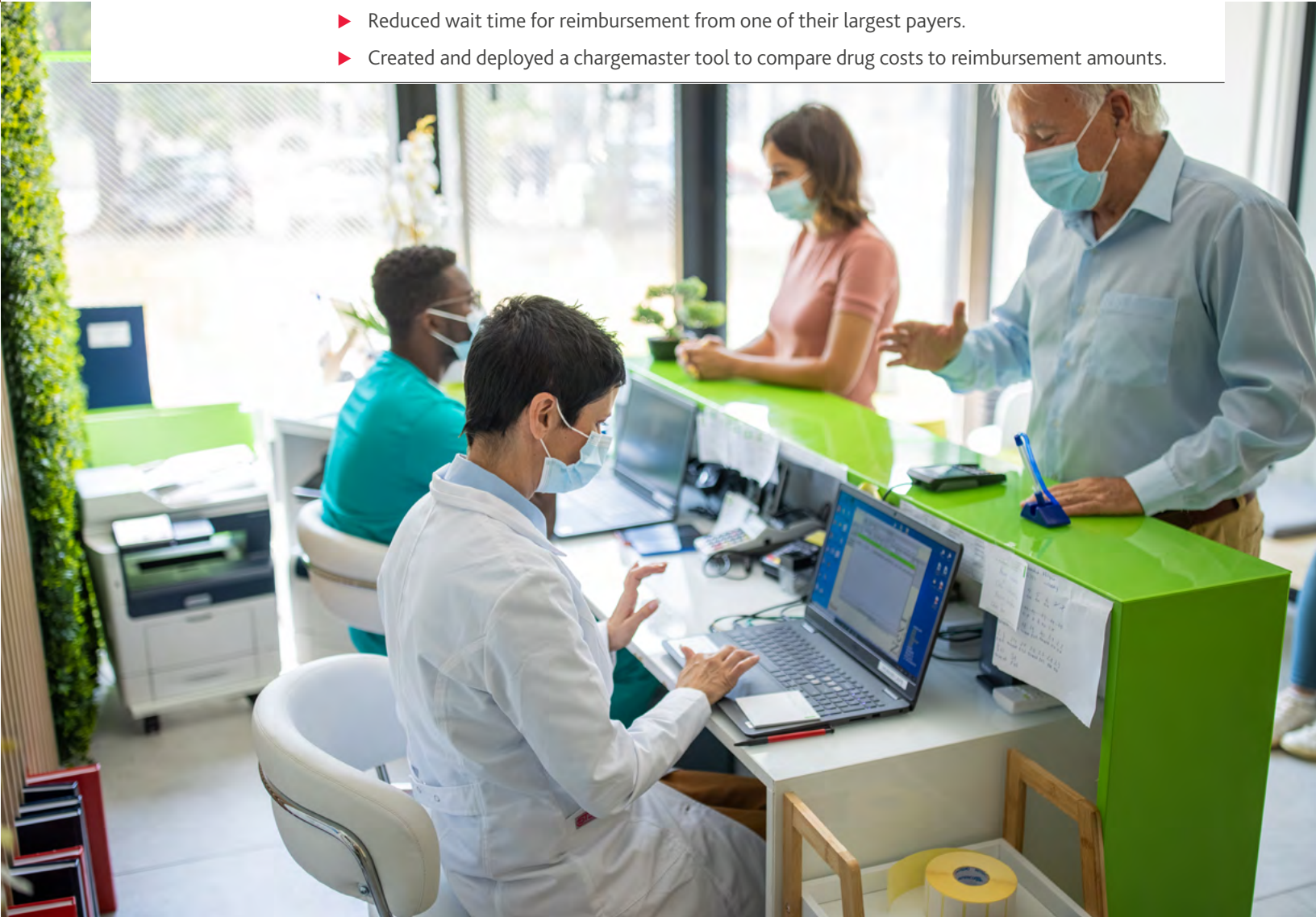
IMPROVING MEDICATION MANAGEMENT FOR A PRESTIGIOUS ONCOLOGY CARE PROVIDER

THE CHALLENGE

An organization dedicated to providing highly specialized, value-based cancer care in multiple communities was struggling to efficiently manage medication. Some of the challenges it faced included systemic inaccuracies in weekly inventory maintenance, missed opportunities to automate medication ordering, incorrect patient-owned medication (POM) deliveries, and high risk due to lack of secondary verification of medication compounding. The organization engaged BDO to address these challenges and improve its medication management across all facilities.

OUR SOLUTION

BDO identified four initiatives and two long-term solutions that would ensure proper medication management while also supporting the organization's long-term growth strategy:

▶ Priority initiatives

- Advise on improving the management of POM.

- Convert to par-level stocking for lower-cost pharmaceuticals.

▶ Quick-impact initiatives

- Implement processes and controls to improve daily and weekly inventory reconciliation.

- Identify and advise on risk management opportunities.

▶ Long-term solutions

- Develop and implement a long-term inventory management strategy.

- Offer continued support and activation assistance

THE RESULT

As a result of our efforts, we were able to explain to the organization how current document processes varied at each of their 20+ locations. Other results included:

▶ Gained buy-in from key stakeholders on a standardized process for patient-owned medications through a series of four concentrated solution design workshops.

▶ Coordinated meetings between client's technology vendors and key stakeholders to leverage, implement or optimize technology solutions to decrease variation and implement appropriate accountability through checks and balances.

▶ Conducted national research of best practices by industry leaders related to "clear bagging" and "brown bagging" processes for implementation consideration.

▶ Created a comprehensive training manual for standardization of onboarding new staff.

▶ Provided client with policies and procedures to support solution implementation.

STANDARDIZING CLINICAL PROCESSES TO PUT PATIENTS FIRST

THE CHALLENGE   A cancer center sought to consolidate the operations of three legacy oncology practices.

OUR SOLUTION

BDO engaged staff and department leadership to standardize clinical processes into "One Best Practice." Five staff groups were impacted: advanced practice providers, infusion nurses, clinic nurses, certified medical assistants, and front office staff.

BDO developed a strong understanding of the three legacy practices currently operating independently. From the observations collected, we then met with the five staff groups for a series of five sessions.

Staff roles and responsibilities were discussed and developed toward a common function for integration within the new facility. Future services were also developed in conjunction with our clinical oncology and LEAN expertise to both define current practice operations and design workflows for an integrated oncology service line.

THE RESULT

As a result of these sessions, a new unified facility was created that accomplished the following:

▶ Put patients first by increasing ease of access and making providers accountable to the patient.

▶ Improved communication, leading to better coordination of care and motivation of staff.

▶ Optimized resource allocation.

▶ Implemented a multidisciplinary model of care.

▶ Provided uncompromised safety and clinical excellence.

▶ Ensured continued resiliency through financial stewardship.

Integrated Services Support Each Area of Focus

FINANCIAL IMPROVEMENT

Operating Cost Reduction
- Performance Diagnostic Assessment
- Cost Reduction (Labor & Non-labor)
- Business Process Automation
- Real Estate Optimization
- Revenue Enhancement

Reimbursement Analysis & Maximization
- Revenue Cycle Optimization
- Payer/Managed Care Contracting
- Ambulatory Network Development

Corporate Development
- Acquisitions & Partnerships
- Transaction Support
- Due Diligence & Valuations
- Integration Support

Restructuring & Turnaround
- Ownership Transition
- Raising Alternative Sources of Capital
- Interim Management & Business Outsourcing
- Crisis Management & Business Continuity
- Bankruptcy Support

Assurance
- ASC 740
- Accounting & Reporting Advisory
- Audit & Financial Reporting
- Corporate Governance
- Internal Audit

Tax
- R&D Tax Credits
- State and Local, International, & Federal Tax
- Tax Due Diligence & Transformation
- Transfer Pricing

CLINICAL INNOVATION

Workforce & Productivity
- Process Improvement
- Physician Practice Management
- Care Model Redesign
- Recruitment & Retention Strategies
- Workforce Optimization
- Medical Staff Transformation

Growth & Development
- Service Line/Program Strategy
- Virtual Care/Telehealth Planning
- Health/Retail Prototyping

Population Health Strategies
- Value-based Care Strategies
- Chronic Disease Program Development
- Quality Measure Improvement
- CIN/ACO Implementation

Compliance & Risk Management
- Compliance Program Development & Management
- Contracting & Network Creation
- Medical Expense Management
- Expert Witness
- Risk Readiness Assessment
- Corporate Integrity Agreements & IRO Support
- Credentialing

Consumer Experience
- Market & Consumer Segmentation
- Patient Satisfaction Improvement
- Branded Experience Development
- Restoring Consumer Confidence
- Environment of Care Optimization

DIGITAL TRANSFORMATION

- Develop A Digital Strategy
- Enterprise Data Governance
- Digital Transformation
- IT Optimization
- Software Selection
- App Modernization

Manage Opportunity
- Managed Services
- Program Management

Lead Change
- Enablement & Adoption
- Project Management
- Manage Risk
- Data Protection: Privacy & Cybersecurity
- Regulatory Compliance
- Integrated GRC

Modernize Technology
- Application Development
- System Integration
- Robotic Process Automation
- Modern Workplace
- IT Infrastructure
- Cloud

Unlock the Power of Data
- Data Management & Analytics
- Artificial Intelligence
- CRM

The BDO Healthcare Rx Toolkit

BDO PERFORMANCE DIAGNOSTIC (PDX)
A Tool Built with Holistic Performance in Mind

The BDO PDx tool provides healthcare organizations with critical information across four categories essential to assessing any healthcare environment. Using the diagnostic, organizations will understand clearly which clinical environments meet performance expectations, where further investments are necessary and if replacement or divestiture should be a consideration.

Clinical Quality

Operational Efficiency

Financial Resiliency

Experiential Design

Bedded Care

Emergency Dept.

Imaging

Procedural

Clinics

Overall Score

People who know Healthcare, know BDO.
www.bdo.com/**healthcare**

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THE BDO CENTER FOR HEALTHCARE EXCELLENCE & INNOVATION

The BDO Center for Healthcare Excellence & Innovation is devoted to helping healthcare organizations thrive clinically, financially, and digitally. We help clients redefine their strategies, operations and processes based on both patient-centric demands and rigorous best business practices—responding to the industry's new market disrupters, cost pressures and outcomes-based reimbursement models. For more information, please visit: www.bdo.com/industries/healthcare/overview

ABOUT BDO