

# SCALE Crisis Management Service Offering

## SCALE areas of focus with its partners

1. Crisis Response
2. Finding the Silver Lining
3. Preparing for the Reemergence

We have been working side-by-side with our portfolio of management team partners, observing their leadership and the unfathomable cascading effects of COVID-19, as well as supporting them in their day-to-day crisis management response and decision-making.

Below is a sampling of some of the best-practices observed, lessons learned and initiatives we are most focused on advising & supporting our partners in executing on during this trying time.

## Crisis Response

### Communication

#### Strategies we are seeing prove to be effective

- Structured updates with key stakeholders
  - Frequent executive & management team meetings
  - Periodic recurring meetings with employees, providers, strategic partners
  - Regular compliance input from HR & legal teams
- Proactive communication with patients, especially via digital transmission
  - Education
  - Best-practice reminders
  - Confirmation of how they can access your clinical services
- Transparency & specificity
  - Clear communication delineation between what you can and cannot commit to
  - Clearly defined and communicated "new normal" policies & procedures – which patients are being seen, what crisis implications are for employees, etc.
- Collaboration via organized outreach to strategic partners
  - How can we work together?
  - What can we offer to help you?
- Demonstrated and tangible commitment to
  - Measures to stand by employees and patients / clients
  - A bright future and getting back to business as normal post-crisis
  - A relentless effort to turn over every stone on account of protecting the team, patients/clients, and the business

## Real-Time Analytics

### Strategies we are seeing prove to be effective

- Proactive scenario modeling
  - Development of qualitative and quantitative base, worst- and best-case scenarios – i.e., what does the business look like under various “lock down” durations?
  - Development of corresponding scenario action plans that take into effect the full spectrum of implications
    - Cost cutting and non-essential service discontinuation
    - Provider and employee staffing plans and virus-induced temporary leave
    - Site consolidation
    - Resulting pro forma cash flow
    - Supply inventory management and procurement
    - Potential gaps in third party vendor performance reliability
  - Development of back-up plans – consider and plan for fail-safe contingency alternatives
  - Establishment of tangible criteria to determine which of those cases best describes the current case and ensure tight controls and oversight for implementation of the corresponding plan
- Real-time budget variance
  - Increased volume and cash flow reporting and budget variance analysis to daily and / or weekly to ensure quick responses to changes in performance and business decisions based on confirmed, actual business trends

## Allocate Additional Managerial Resources

### Strategies we are seeing prove to be effective

Steady state lends itself to boating lean pyramid team structures that efficiently scale a narrow management pool. During a crisis, the need for managerial leadership capacity expands – companies should consider allocating additional managerial leadership to account for:

- Increasing number of rapidly moving parts, each required formally assigned leadership, next steps and execution timelines
- Required new skillsets with a particular focus on analytics and crisis initiative project management
- Team panic, fatigue, and impaired morale in the midst of increased fear, income cuts, uncertain futures and potentially terminated colleagues
- Different perspectives on critical decision-making

## Develop Care Continuity Plans

### Strategies we are seeing prove to be effective

- Train and re-train and re-retain again all stakeholders on proper infection control procedures
- Formalize skeleton staffing plans at office location, including reserving for staff and provider rotations in the event of virus exposure
- Evaluate and execute on site consolidation
- Implement telemedicine
- Proactively reschedule non-essential visits to keep the bookings

## Actively Monitor Overall COVID-19 Situation

### Strategies we are seeing prove to be effective

- Get ahead of the crisis: If you find yourself entirely reacting to crises versus balancing reacting to crises with predicting likely required next steps, then you may be moving too slowly in your response
- Actively monitor overall virus data trends, as well as policy updates that could impact your need and / or ability to access financing, modify or expand clinical services and manage employees

## Finding the Silver Lining

### Developing Plans to Address Weakest 25% of the Business

#### Initiatives we are working on with our clients during this crisis

- Accelerating previously planned cost cutting initiatives
- Augmenting marketing & branding collateral that highlight longstanding partnership spirit, differentiated value proposition and tangible case study wins
- Improving real-time business analytics programs
- Restructuring finance department to ensure a sustainable program for timely, user-friendly and actionable financial reporting

### Evaluating, Implementing & Executing on Growth Opportunities

#### Initiatives we are working on with our clients during this crisis

- Implementing chronic care management service line
- Rolling out provider training and operational workflows to ensure proper preventative care screening
- Evaluating a clinical research service line development
- Augmenting an Associate Physician recruitment strategy
- Formalizing a growth & development market outreach target list to return to post-crisis
- Building a corporate development program
- Initiating partnership discussions to expand service offerings and market reach

### Demonstrating Leadership in the Local Community and Broader Clinical Specialty

#### Initiatives we are working on with our clients during this crisis

- Organizing and sharing crisis response lessons learned, response successes and opportunities for improvement

## Preparing For the Re-Emergence

### Recovery & Re-Emergence Planning

#### Planned Next Steps with Our Clients

- Open for business marketing campaign planning & execution
- Ramp-up business plan & scenario analysis modeling
  - Just as the crisis downturn necessitated scenario contingency planning and phased reductions, businesses will need to plan for various re-emergence trajectories
    - Site re-opening and staff hiring staging
    - Staff & provider compensation normalization
    - Normalized business overhead expense, as well as growth & development investment

### After Action Assessments

#### Planned Next Steps with Our Clients

- Conduct formal assessments of end-to-end response and results
  - What did not go as well as it could have and how can it be fixed?
  - What experiences and lessons learned from the crisis should be carried through to our on-going business oversight?
- Develop a company-specific annual stress test that aims to evaluate a broad range of performance shocks
  - Remote work plans
  - IT bandwidth & system resiliency
  - Cybersecurity preparedness
  - Expense reduction and / or rapid volume expansion planning
  - Crisis communication planning