

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