

**Reimagining Revenue Cycle Management
Leader Team Huddle
Talking Points**

As a leader, it is important that you pull your team(s) together to address the announcement that went out today about Reimagining Revenue Cycle Management at NSM. If possible, try to do this before we go into the weekend. We want to be sure that all team members understand what is happening and why. We also want them to feel supported and heard.

The below talking points are intended to provide you a standard approach to your team huddles. You are welcome to make them feel like yours to suit your personality and delivery style, but please stay on script. It is important that we provide a consistent message to minimize doubt and maximize support in our efforts to improve the business and the client experience.

- Earlier today we announced the company's partnership with AGS Health which will impact about 300 team members in our funding and billing & collections departments which will occur in phases over the next several months. This is a big change for the organization, and I felt it was important that we discuss it as a team.
- First and foremost, I want to reassure you that our priority is the team members who will be departing our Funding and Billing & Collections Departments.
- Each departing team member will receive a severance package including compensation and continuing company benefits. Our Human Resources team will provide support and resources to help our departing team members during this transition.
- We have partnered with a professional outplacement and staffing company that will provide career counseling, resume writing workshops, and interview skills training. There are planned job fairs and scheduled interviews with prospective employers that have been identified with similar remote work positions. Some of the employers include Blue Cross Blue Shield, Unum Insurance and Centene Corporation.
- We are committed to supporting these team members through this transition while treating them with the dignity and respect they deserve. Our goal is to help transition all departing team members into a new position with another company before their last day of work with NSM. And we feel confident we will meet that goal.
- While this decision was incredibly difficult to make, it is necessary for the long-term health of our company and, ultimately, to improve our client experience.
- Changes are a normal part of all strong businesses, especially in challenging or evolving environments. We will continue to review and prioritize opportunities that support our company health, overall employee offerings, and the service levels of the clients we support
- Although you have probably already read or watched the announcement, I want to go over it one more time to be sure everyone understands why we are making these changes.

- Over the past three years, we have been navigating a steadily increasing number of challenges—from the pandemic and an unreliable supply chain to instability within our labor market and continued inflation. In addition, we've continued to deal with payer reimbursement rates that have not adequately kept pace with cost increases.
- These market challenges led us to start reimagining our business—and that's not a bad thing. Every successful company seeks to continuously review and examine their operations for ways to adapt and improve to keep up with the ever-changing environment.
- We feel confident that our collaboration with AGS Health will prove to be beneficial to our company. It will improve our quality and cycle times, as well as the client experience, while also reducing costs associated with our revenue cycle activities.
- AGS Health is an expert in revenue cycle management and they have the people, processes and technology that are far more advanced and specialized than we have in-house. They can focus on what they are best at and we can focus on what we are best at and that is caring for our clients.
- It was very important that NSM continue to have direct contact with our customers. AGS Health will be doing administrative (back office) tasks related to our funding, billing and collections and we will be handling all customer interactions with our clients and referral sources.
- Please know that this decision is not a reflection on any individual or team's performance. It's an acknowledgement that in order to fulfill our mission in today's environment, we must make significant changes to our operations.
- Please be sensitive and supportive to our impacted team members in the Funding and Billing & Collections departments. Whether they are departing NSM or being retained, it will still be a difficult transition for all of them over the next few months.
- Additional changes will likely be ahead of us, but understand that every opportunity will be reviewed, and we will prioritize those that bring the most value to NSM and our clients, both now and in the future.
- Reimagining our business is an ongoing process that we will continue to undergo as market conditions and client needs evolve. We want to be able to pursue our mission for 30 more years and in order to do that we all need to be thinking about how to best serve our clients in the most efficient and effective ways.

Invite questions and discussion with team. Assure them that you will do your best to answer their questions and if you don't have the answer you will go find it and get back to them.

Direct them to the WNSM resource page that has been created to house many resources such as all employee announcement, Bill's video, the media press release and LOTs of FAQs.