

# REIMAGINING THE BUSINESS LEADER FAQs 2.0

*As leaders, we need to empower and encourage collaboration to improve our business in today's environment. We need to be available and listen to our teams. We need to be problem solvers and partner with our teams to find best-in-class clinical solutions while also making good business decisions. We should discourage and not join in the gossiping about what could be or when it will be. Here are some key questions and answers to help you address inquiries/concerns.*

## **Why do we need to 'Reimagine the Business'?**

In the last 18 months, we have seen a significant increase in costs in all facets of our business and because we are a fee for service provider, we are unable to raise our prices as costs increase without negotiating reimbursement fees with the payers, we have contracts with across the U.S.

Knowing this, we need to proactively find ways to be more efficient and effective in serving our clients. This process of reimagining the business includes reviewing all aspects of our operations including people, processes and technology.

Together, we need be open to doing things differently because the environment we are operating in today versus a couple of years ago is different and we need to adapt to be able to continue to pursue our mission for many years to come.

## **Is there a specific timeline for Reimagining the Business?**

Reimagining the business is a continuous process to ensure we are evolving the business to best serve our clients while making good business decisions along the way. We all need to proactively find new and different ways to serve our clients. This will make up for the increased costs we have absorbed to operate the business without interrupting business continuity.

We need your help generating ideas and empowering your teams to do the same. Remember, the best ideas come from our people that are closest to the customer.

A clear signal of success will be meeting or beating our established budgets and goals. That will tell us we are moving in the right direction. We will be sharing more specific goals for 2023 for the company and for each department to provide us a clear path to succeed at 'reimagining the business'.

## **What are the key focus areas in the business that we believe have the greatest potential for improvement?**

Leveraging technology, process and training to reimagine the following areas of our business are the areas we believe will bring us the most value.

- Labor Productivity & Evolving Current Processes
- Product Margin Optimization
- Operating Expense Efficiencies
- Payer Rate Improvement

Some examples of ideas we're already working on include a virtual call center to alleviate incoming calls to the branch, scheduling tools for customers, ways to increase in-branch activities, and a new routing and scheduling tool. We need more ideas like these from our team members. Encourage feedback and consider their ideas. Those that are closest to the work usually come up with the best ideas!

We are setting up an easy way for team members to submit ideas that will be reviewed to determine viability. As we have done in the past, we will consider some incentives to reward employees for ideas that are implemented. This program will rollout by April 2023.

**Will there be additional layoffs?**

We are an organization made up of more than 2,000 employees and we are always reviewing our staffing level across the business to ensure we are properly supporting our business and our clients. 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.

**Are we going to have a hiring freeze?**

We do not plan to stop all hiring, but we will not fill a position simply because we automatically did that in the past. We will examine any open role, based upon its impact or influence on business continuity and serving customers, and determine next steps.

**How do we motivate employees to embrace change?**

As leaders, we need to empower and encourage collaboration to improve our business in today's environment. We should discourage gossiping about what could be or when it will be. We need to be available and listen to our teams. We need to be problem solvers and partner with our people to find best-in-class clinical solutions while also making good business decisions.

**How will we ensure that cost-efficiency decisions align with our mission?**

We have established three guiding principles as we work on reimagining the business.

- Continue to Pursue our Mission
- Maintain Business Continuity
- Reimagine the Business and Drive New Levels of Efficiency

These guiding principles will serve as our 'guide' as we evolve our people, processes and technology.