

Company Town Hall

August 15, 2024



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SEATING &
MOBILITY**

Company Performance

Chuck Bodner



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YTD July performance continues to show strong momentum!

Order volume in the US remains strong, and when combined with improving Revenue Cycle processes this has directly translated into excellent Year on Year growth

- Revenue Cycle continues to make solid progress helping achieve our lowest transaction times in over 2 years!
- US CRT revenue growth continues to outperform expectations, up 16.8% vs prior year
- Canada is experiencing some headwinds but is well positioned for stronger growth in the back half of the year
- We have great momentum and full confidence that we will finish the year strong – Lets stay focused !!
- At the end of everything we do is a client that depends on us – That's what makes NSM special!

Great Job Team! THANK YOU!



2024 **Culture Survey**

Employee Feedback and Results

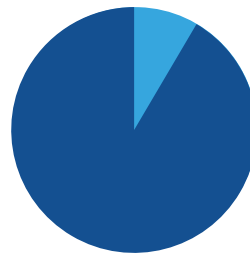


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Survey Summary

Great participation in the survey from NSM employees!

- 70% response rate - Over 400 written comments
- Highest Overall Satisfaction Scores since pre-COVID timeframes
- Action Planning in progress as results are shared



+80%

**of NSM employees
stated the following:**

**“Happy to be
working at NSM.”**

**“Would
recommend NSM
as a place to work
for a friend.”**

**“Plan on working
at NSM a year
from now.”**

**“Believe we
provide quality
care to clients.”**



Survey Summary

Strengths:

- The work we do is meaningful to us (95% Strongly Agree/Agree!)
- We know what is expected in our roles
- NSM is a compliant/ethical company and cares about a safe working environment
- My manager cares about me as a person

Culture & Clarity

Opportunities:

- My leader keeps me informed – more communication
- Having the tools/equipment to do my job
- My manager gives feedback and helps develop me
- Regularly receiving recognition from my manager
- My opinion seems to count

Communication & Recognition



2024 Culture Survey: Benchmarking

Increased progress on questions repeated from prior survey.

SURVEY ITEM	2023 (Top Box %)	2024 (Top Box %)	Change (23 to 24)
Operates as compliant/ethical company	79%	89%	+10
Recommend NSM as an employer	73%	84%	+9
Providing quality care to clients	72%	80%	+8
Manager keeps me informed	71%	78%	+7
The work I do is meaningful to me	90%	95%	+5
Happy to be working at NSM	76%	80%	+4



2024 Culture Survey Results



ATP

4.0

Opportunities:

- Workload
- Support staffing

Actions:

- 73+ new field support positions



TECHNICIAN

4.2

Opportunities:

- Tools for role
- Advancement opportunities

Actions:

- Career Path Sr. Techs for Training



CSS

4.2

Opportunities:

- Phone volume
- Job more complex

Actions:

- Centralized Client Services



FUNDING

4.1

Opportunities:

- Caseload balancing
- Training

Actions:

- New technologies



B&C

4.1

Opportunities:

- Workload
- Communication

Actions:

- New technologies



LEADERS

4.1

Opportunities:

- Advancement opportunities
- Communication

Actions:

- GM Leader development



Building a **listening culture** to encourage team member ideas, feedback and action planning.



Being a Listening Culture

Solutions in progress...

- Sharing survey results to facilitate local/functional action planning
- Holding Town Hall Meetings in divisions/functions
- Developing leadership training
- Increasing presence of senior leadership in branches
- Reviewing the materials and equipment needed for positions.
- Encouraging two-way communication: feedback@nsm-seating.com



HONOR
EXCELLENCE
ACCOUNTABILITY
RESPECT
TEAMWORK
SERVICE

Leveraging our “HEARTS” values.



Striving to be an inclusive culture.

Systems Update

Shayn Spingler



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IT Systems Update

Recent Performance issues: (MA and BCS)

- **Issues and Remediations:**

- Inherited permissions on all our documents
- Scanned Document Server – failure
- SQL Server Database high utilization

- **Go forward focus:**

- Keep up to date on hardware upgrades
- Better coding design
- Data reduction/retention

- **Reporting Issues:**

- Smartsheet collection forms when available
- Service Request submitted to the IT Service Desk
- Team Chats should be utilized for collaboration and client support

Mobility Advisor and BCS future plans

- Stability/Process mapping/Analysis

**Remember: Read emails from NSM ITTalk
and IMPORTANT NEWS FROM IT FOR UP-
TO-DATE INFORMATION**



Pilot Programs Update



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Centralized Client Services Pilot

- **Current Call Metrics:**

- Currently 33.8% of calls are either abandoned or leave voicemail
- Of patients who left a voicemail 66% timed out and were forced to leave a voicemail
- Only answering 42% of calls within goal of 30 seconds

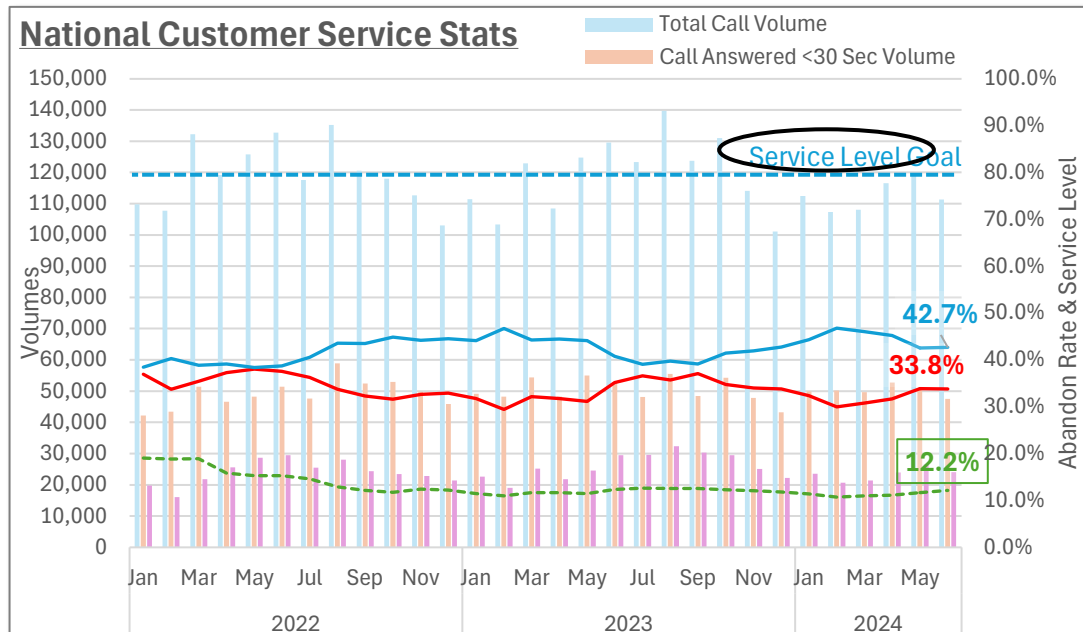
- **Centralized Client Services will:**

- Answer & Triage customer service phone calls during branch working hours
- Help clients with status inquiries and basic demographic updates (30-50% of phone calls)
- Perform outbound calls for JCAHO equipment checks
- Transfer clients to correct department when necessary

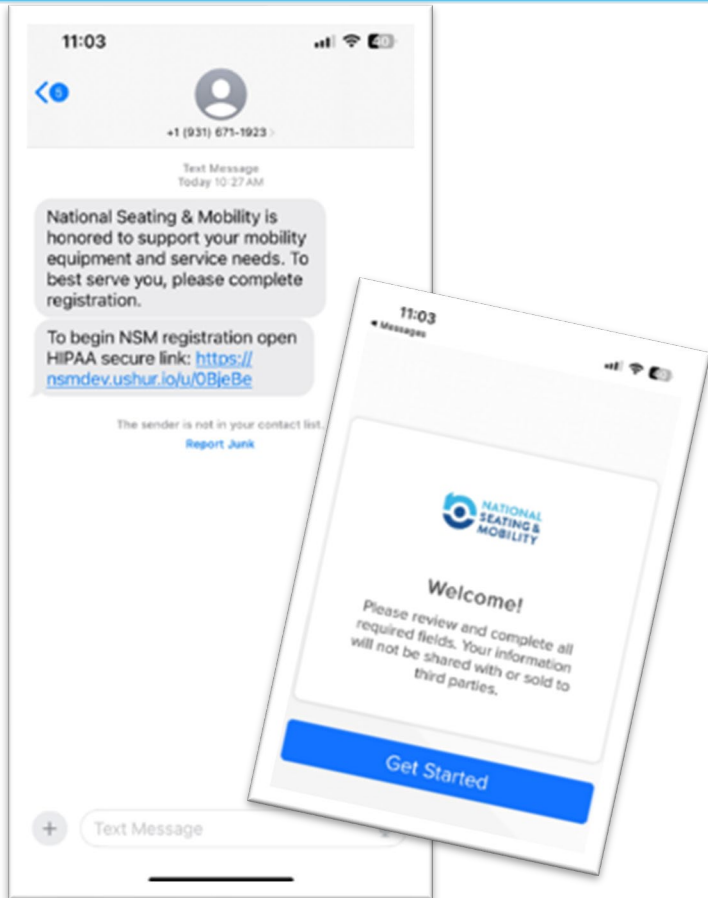
- **Goals:**

- Improved service levels and satisfaction for clients and referral partners
- Free up CSS time to focus on readying orders to process, client delivery scheduling and in branch support

- **Pilot in Northern California region to kick off 9/23 with a roll out plan once initial key learnings are integrated**



Client Two-Way Communication Pilot



- Partnered with technical vendor to use their 2-way communication technology to automate the collection of client demographic info
- Send text to clients that have an active order with an estimated and/or actual evaluation date entered into Mobility Advisor and missing some or all of the client demo information.
- Text message asks client to complete 'registration' using a HIPAA secure link
- Pilot Regions: North Central and Big Ten
- Pilot Timing: July – September 2024

Results to Date

30% engagement rate (50%+)
15% completion rate (>20%)
< 1 day to engage/complete
0 opts outs

Inventory Pilots

Credit Exceptions:

- Averaging <9% YTD, **7% in July**, Down from 14% in 2023
- Improving Inventory Health, no unfavorable impact to cycle time

Reduction of Returns to Inventory:

- Total Returns up 3%, however Returns to Inventory down 3%
- Returns to NOI down 6% and **Returns to Supplier are up 27%**

Improve Inventory Sell-Through

- Sell through up 12%, but only 52.8% of Returns to Inventory
- **Expanded Pilot to 53 branches** as of July 15th

Reduce Inventory Adjustments

- YTD Adjustment and Count Variance **Favorable 14%** to 2023

Loaner Pilots

- Launched pilots for the “Philly” loaner process in Atlanta, OKC and Chicago



Artificial Intelligence (AI) Pilots

Technology that enable computers to perform a variety of advanced functions, including the ability to understand and translate written language, analyze data, and make recommendations

Implement artificial intelligence capabilities in RCM to validate core medical documentation to determine if coverage criteria has been met prior to submission to Medicare.



Currently implementing two pilot projects to determine viability of AI and assess other areas of the business where it can help improve our processes.



Team Recognition

Division Leaders



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West Team Recognition

YTD Branch Performance

Cycle Time

- PNW – 64 days (new equipment/service)
- Nor Cal – 59 days (includes Kaiser and FFS)

Client Satisfaction

- Hawaii (60) 97.7 T3M

Google Review

- July Most Improved – Kennewick and Visalia (0.0-5.0)
- July Most reviews – Chatsworth (18)

EBITDA Top Performer

- OKC (175)

Top Line Overachiever

- Pacific (259)



Lexxie Byle
Kaiser Strategic Acct
Manager

Cassandra Kinnamon
Growth Champion



South Team Recognition

Heavy Hitters

- San Antonio West-158%
- Waco-140%
- Midland- 134%

Speedsters

- Lafayette(79)-12 days
- Jackson(110)- 40 days
- Texarkana(209)- 50 days

Smiles

- Florence- Most improved 5 star
- Houston-Most reviews July (27)



North Team Recognition

Marquette, MI Branch Team

- 196% to Expectation for 2024

Philadelphia Branch Team

- 141% to Expectation for 2024

Google Reviews Top Performer Columbus, OH

- 69 Reviews YTD
- 4.2 Google Review Rating
- 296,058 Google Listing Impressions YTD



LET'S GET *moving*

