July 20, 2023 Town Hall Q&A

Q. Are there be any other big changes planned for this year?

A. We can't predict the future and what it could bring, however, we are not planning for any big changes for the remainder of this year other than the funding process changes we are working to bring back from AGS Health.

Q. Where are we going to find the additional savings that we will not realize from the original Revenue Cycle outsourcing initiative?

A. We are always looking for ways to be more effective and efficient and we believe in-branch services will help minimize vehicle and fuel usage and maximize our technicians time to help more clients. We also are very focused on clearing out our in-shop backlog and delivering much needed equipment to our clients. We will also be looking to you, our employees, for ways to continually improve our operations to best serve our clients. Share your ideas with your leaders or send them to feedback@nsm-seating.com.

Q. We have heard over and over about transparency in the past. Why should we believe the transparency now?

A. The leadership team is taking the steps necessary to gain your trust and confidence in the decisions we are making to ensure stability and future success at NSM. This includes increasing regular communications to update all employees on the state of the business and providing open lines of communication to allow for employee feedback and input to help us improve our culture, the services we provide, and ultimately the customer experience.

FIELD OPERATIONS

Q. Regarding field support services staff, will there be more consideration of replacing staff when they leave versus leaving a role vacant based on TTM Revenue?

A. Our current approach is to look at the trailing 3-month versus 12-month history when replacing or adding support staff at a branch. When possible, it is recommended to replace support staff before a team member departs. If the branch is needing additional support staff or seeking to replace a team member, the branch leader should work with their Regional Area Director to seek approval.

Q. How will In-Branch Services work for branches that are in more rural areas and don't have access to public transportation?

A. Different branches have different capabilities of increasing in-branch activities based on several factors. With that said, we will be sharing best practices from branches who have been successful in driving appointments into their service center. Our branch in Bakersfield, CA is an example of a rural location that has successfully increased their in-branch appointments to almost 90%. Sharing success stories like these will help other locations apply some of the key learnings to increase in-branch activities.

Q. Will we offer a choice for clients to be served in-branch or at their home?

A. As we continue to learn about how to successfully influence clients into our branches, we will lead with in-branch as the first and best option. With that said, we are working on an in-branch service policy that will define how to best service a client's repair based on their equipment type and their physical abilities to travel.

Q. We cannot do repairs in-branch as we are a warehouse location. So, when that idea is applied what is suggested for those branches?

A. Locations that are not credentialed by Medicare and deemed a 'warehouse' cannot see clients in the location. We will not be driving in-branch appointments in those locations.

Q. What changes will be made to the ATPs for the RTP process?
A. It's critical to ensure a minimum level of information is captured for every client order to support our funding team's efforts to efficiently secure funding. This includes items such as the Client's name, address, phone, Date of Birth along with other fields as a requirement before Chair Builder can be completed. We will work with the ATP, technician, funding and customer service subject matter experts for their feedback along with testing a solution before moving forward.

Q. Have the ATP bad debt averages been considered from impact of AGS Transition?

A. Yes. This is being actively reviewed with a few potential solutions. We will be determining a path forward by the end of August which will be communicated back to the ATP team.

Q. Why do we keep hiring "Middle Managers" to perform the same duties that others have? Management keeps growing rapidly while the ATP staff isn't. This just adds more costs over and over and pushes the ATP to keep producing more and more.

A. This is a good topic to discuss with your RAD or DVP. Over the last two years, we have minimized middle management roles. The direct field support in the branch has outpaced management growth which is something that helps us invest in direct client facing roles.

CLIENT INFORMATION COLLECTION

Q. Can we collect images of client's insurance cards to help with info collection accuracy?

A. It is a best practice to request a copy of the client's insurance card at the time of intake or when seeing a client. We will continue to explore opportunities where it makes sense to identify if a copy of the client's insurance card should be a requirement at the time of intake and/or evaluation.

Q. Can we collect social security numbers for clients to help with data collection? For example, if someone has Medicare, we can use the social security numbers to lookup their Medicare ID#.

A. While we understand there is a benefit to having the client's SSN, at this time it is an optional field. As a best practice, all optional fields in the client's demographics should be secured whenever possible.

HUMAN RESOURCES

Q. When will the discussion about changing health benefits happen?

A. Our three-year contract with UMR is expiring at the end of this calendar year. We have been actively leading an RFP process with other medical plans to seek a strong provider network and keep our costs as low as possible. We will be finalizing our decisions in September and will communicate the outcome of that process.

Q. The revenue cycle process transition to AGS Health has impacted our people in many areas of the business. What are the plans to provide support to not only funding and B&C, but for CSS and Techs too?

A. As we finalize additional staffing for our US based funding team, the call volume that has been impacting our in-branch CSS team will be greatly reduced. We understand that the referral source, payer, and client call volume has created extra stress for our branches, and we are committed to staffing and onboarding new funding team members with as much speed as possible. With the reduction in call volume, our CSS team members can be focused on timely and quality scheduling for deliveries and repairs, which will be helpful to our technicians in branch.

REVENUE CYCLE MANAGEMENT

Q. Will caseloads for funding continue to be based on dollars, or will it finally be based on number of orders?

A. Caseloads will continue to be evaluated based on effort and complexity and skillsets. We understand there are payer nuances, clinician nuances, and communication nuances within each caseload that impact the level of effort or complexity to manage a caseload effectively, which subsequently means there will be variation between caseloads from one funding specialist to another keeping these nuances in mind.

Q. What is the timeline for transitioning processes from AGS Health to NSM? Can we move fast?

A. We will move as fast as we can responsibly. As soon as we build a foundation for a timeline, we can share that more broadly with the organization. Much of the timeline will depend on staffing and systems.

Q. What is the current status of Billing & Collections related to the future of the work being done by AGS Health?

A. Is the goal to decrease FS file count and increase quality more timely outcomes? The goal is to structure the team and caseloads in a way that improve the overall outcomes and service levels for our clients.

Q. Are we hiring back any of the funding specialists that were let go earlier this year?

A. Our HR partners have continued to reach out to previous Funding Specialists as available Funding Specialist positions have become available.

Q. Can you please provide the absolute best way one of us can submit ideas specific to this transition?

A. Please either continue to discuss your thoughts and ideas with your supervisor for them to share with our DFDs to compile for key themes of feedback or submit via email to nsmfeedback@nsm-seating.com

Q. Most of the funding team does not work in a branch in their home location, is there a way that the funding team could travel to their branches to meet the team they work with daily and see equipment we help provide?

A. We encourage us to continue to leverage technology and the use of Microsoft to build relationships and share knowledge. We are continuing to evaluate ways to create connection and education on the services we provide virtually at this time. If you are interested in hosting a virtual in-service or have other ideas, please connect with your DFD.

TECHNOLOGY

Q. What are we doing to advance our technology related to Mobility Advisor? Our phone system?

A. Thus far in 2023, we have had a slight pause on technology for Mobility Advisor as we focused on the Revenue Cycle Management Transition project. For the remainder of the year, we will pivot back to Mobility Advisor and begin focusing on improvements in Supply Chain and Inventory departments and align with the Funding Team to support their new team structure. We should see changes in the document management tool and the quoting process during the second half of the year.

As for our phone system, late last year our voice provider Fuze was acquired by another company called 8x8. The direction from 8x8 is we will be moving to the 8x8 platform later this year or early 2024, but they are not ready for a company of our size to move today. Once we move to 8x8, we will receive all the additional features of their system and we can determine if their system meets our needs.

Q. What is the hold up in getting computer equipment for new employees and as replacements? What is being done to improve this process?

A. We apologize for any issues that our employees have encountered due to delayed equipment deliveries. There are some complexities that are occurring with continued supply chain issues for technology equipment, equipment not being returned as employees exit the company and staffing issues within the technology department. These complexities provided the perfect storm for not being able to keep up with the requests for equipment. However, we are working to resolve these issues. We setup a task force that includes IT leadership along with select executive leadership to ensure we have the support needed to create a timely process. We are establishing inventory levels and a replenishment process on a scheduled basis to make sure we have what is needed to meet the needs of requests for new and replacement equipment. It is important to note that the technology team will need at least two weeks advance notice prior to needing equipment if possible. We understand there are extenuating circumstances when equipment needs to be replaced due to failures and we will do our best to accommodate your requests.