

NSM Town Hall

July 20, 2023



**NATIONAL
SEATING &
MOBILITY**

Town Hall Agenda

- Get to know Chuck Bodner
- The State of the Business
- Culture Survey Results
- AGS Health Update
- 2nd Half Priorities
- Q&A



Get to know Chuck Bodner

A little about Chuck

- Chuck joined NSM in 2022 as the Chief Financial Officer (CFO), bringing more than 20 years of experience in financial leadership positions at various companies focused on the execution of growth and operational improvement initiatives.
- Chuck is married and has two boys and two girls – all in college – as well as a four-legged lady of the house, named Jessie.
- For better or for worse, Chuck is a lifelong Eagles fan.



The State of the Business



**NATIONAL
SEATING &
MOBILITY**

The State of the Business

- NSM is performing well this year, despite the challenges we're having with the revenue cycle transition process.
- We are working hard to course correct by assembling a group of experienced individuals who are incorporating the feedback and learnings into a more effective quality funding process. More on this in a bit.
- We are officially in the second half of the year and at a company wide level, we are getting back to basics by making sure we are taking care of our customers first and foremost and keeping them at the center of everything we do.



Employee Culture Survey Results



**NATIONAL
SEATING &
MOBILITY**

Culture Survey | Overview

- Thank you to those who took the time to complete the culture pulse surveys in January and May of this year. We plan to continue pulsing our teammates to receive further feedback.
- We value your opinions. Your 100% confidential feedback is integral in identifying areas in which we can become a better workplace.
- NSM employees are the most important resources in our business as we are only as strong as the teammates we have representing NSM.
- The most recent survey was completed by 60% of employees. We asked the same questions that we asked in January so we could measure progress or decline in employee engagement.
- Since the close of the survey, NSM leaders have been meeting across the business to share your thoughts and identify key themes by job classification, by geography and by tenure in the company.



Culture Survey | Key Takeaways

1. Passion for our mission
2. Operate as an ethical company
3. People intend to be working at NSM a year from now
4. Provide highest quality care for our clients



1. Confidence in recommending NSM as an employer to a friend
2. Need for more focused Communications
3. Making the right decisions to evolve our company



What are we doing to improve employee experience?

- **Course correcting AGS Health transition:** We are making the necessary changes to course correct the revenue cycle challenges that are occurring.
- **Filling open Tech and CSS roles:** Over the last 60 days, we have decreased our number of tech and CSS openings by half. We are making progress in staffing, and we appreciate your help in referring candidates to us, as we need to be fully staffed for the back half of the year.
- **Improving onboarding programs for new hires:** Our onboarding programs for new hires are improving. All new employees attend multiple days of orientation and job specific training, so we can ensure they have a positive start with us.



What are we doing to improve employee experience?

- **Completing development discussions:** All employees should be in the process of meeting with their manager for a performance development discussion. These discussions are so important. Your manager wants to hear from you.
- **Reviewing Total Rewards offering:** We are reviewing our total rewards offerings. We are looking at pay programs, PTO and holiday offerings, additional benefit offerings to ensure we are competitive in what we provide our teammates. We are also looking to expand flexible work options across the business, to provide you more choice on your schedule.
- **Better and more efficient communications:** We are working on better and more efficient communications at NSM. We want to make it easier for you to know what is going on, so you can be most effective in your role.



AGS Health Transition Update



**NATIONAL
SEATING &
MOBILITY**

We are listening & launched a NSM working team

Engaged with ATPs/Field Teams Funding Specialist

- ATP Advisory council, 1:1 conversations with ATPs
- Significant input from field operations
- Feedback from majority of Funding Specialists
- Feedback from funding leads and leaders

Working Team

- Funding Leaders (Donna Eoriatti, Tami Perez, Katie Kielburger, Jaye Palladino); Billing & Collections Leaders (Kevin Harmon, Bobby Joseph); Training (Heather Murray); Project Leadership (Gregg Meheriuk)
- 2 Days on site meeting in Chattanooga, and multiple meetings since



What is the Plan?













- We are returning front-end of New Equipment Funding to NSM
- We are returning Coding & Pricing for Repairs to NSM
- We are leveraging AGS support selectively



The From -> To New Equipment















Today  Tomorrow

Coding & Pricing		
Document Collection		
Submission		
Pending		
PPQA		
Delivery Verification		



Today  Tomorrow



How will we do this?

- Creating a new level of a Funding Specialist position to support
- Add in additional Supervisors and Leads to support our new and existing teams
- Add in trainers and quality assurance to ensure we continue to lower our cycle time
- Launch Pilots, then rapidly roll out in phases



Who will do this?

- Current ~250 Funding Specialist + Support
- +Hiring 30 Funding Specialist Level 1
- +Filling 14 Open Positions
- +Adding 10 Support roles (Supervisors, Leads, Trainer, QA)



How can you help?

- Participate in calls/requests for input
- Report UPD discrepancies and missing information
- Continue to report and escalate any AGS delays and/or errors
- ATPs specifically, we are adding some 'must complete fields' to RTP to limit cycle time
- Tell your friends, we are hiring
- Send all feedback and process improvement ideas to Feedback@nsm-seating.com



2nd Half Priorities



**NATIONAL
SEATING &
MOBILITY**

2nd Half Priorities: People & Process Focus

Continue to build a culture of listening

- Employee Advisory Groups
- Training Programs
- Pulse Surveys



Continue to keep the client at the center

- Focus on Client Care Management
- Learn and drive a change for appointments in our service centers
- Advocate for seat elevation
- Financial stewardship with client product selection



LET'S GET *moving*

