

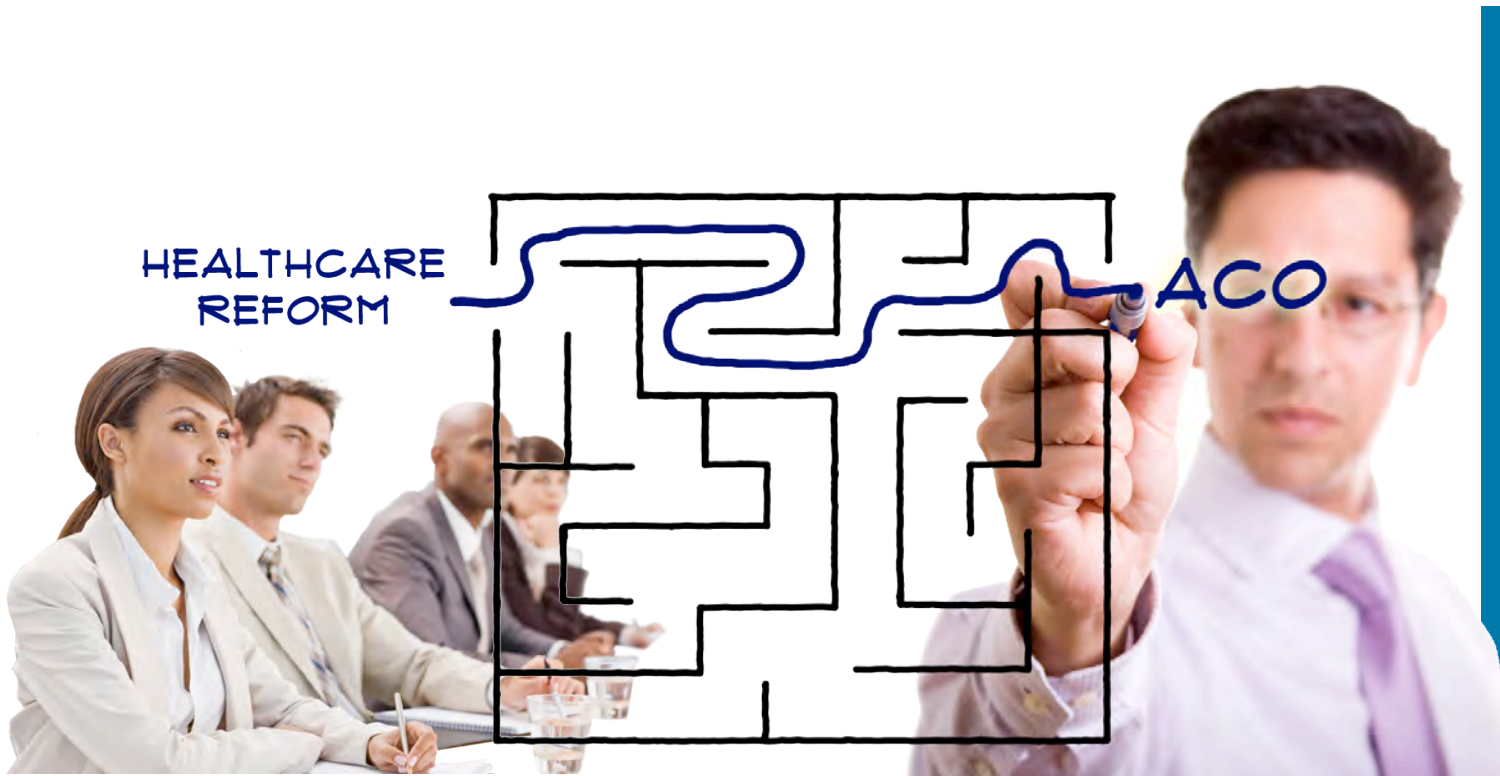
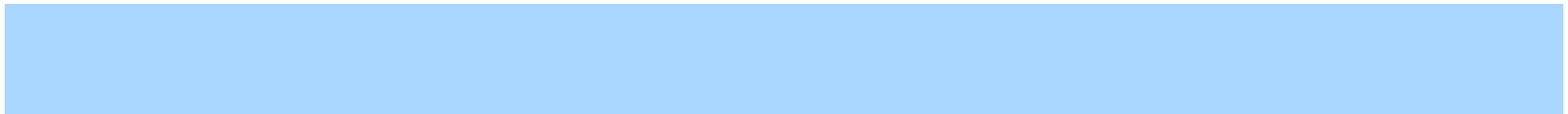
## ACCOUNTABLE CARE ORGANIZATION (ACO) Readiness Assessment

Accountable Care Organizations (ACOs) have been in the spotlight since the Centers for Medicare & Medicaid Services (CMS) decided to launch an ACO pilot for Medicare. Much of the academic literature and research speaks to the strategic competencies required to create and sustain a successful accountable care organization.



We've taken this a step further in our whitepaper "Accountable Care: Are You Ready?" by outlining ten practical steps to assess readiness for and to launch an ACO. We have the perspective and expertise that will not only help you develop a strategy for accountable care, but realistically transform that strategy into successful execution.

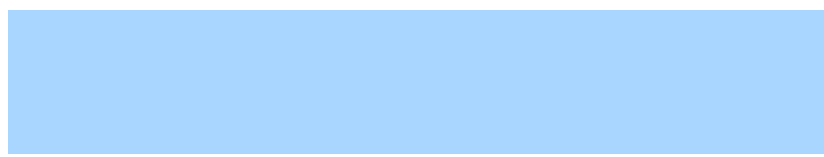
We believe the intersection of client centricity, proven industry methodologies, and a passion for excellence yield consistent success.



## LET US HELP YOU

Harpeth Consulting has partners and consultants with recent and extensive expertise in physician organizations, at-risk payment arrangements, and managed care. Our leadership team is made-up of industry executives who have worked for the nation's largest and most dynamic payor, provider, and consulting organizations.

Our objective is to leverage deep industry expertise coupled with innovative, thought-leading solutions to prepare clients for long-term success in the evolving healthcare landscape. We believe that the intersection of client centricity, proven industry methodologies, and a passion for excellence yield consistent success.



"Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win."  
—SUN TSU, 500 B.C.

# METHODOLOGY



### **Phase 1: Mobilization**

Successful projects result from proper planning/mobilization, committed team members, effective project management and sound planning. Effective project mobilization optimizes resource utilization and the project outcome by allowing clients time to gather required input materials for Harpeth Consulting and by providing the joint core project team requisite time to perform the necessary tasks.

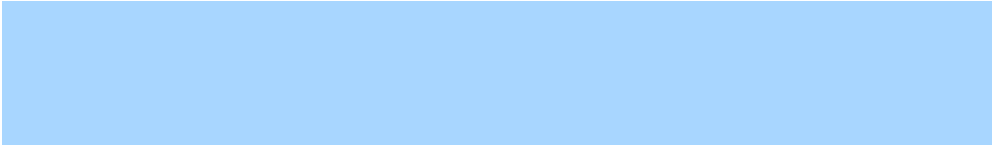
### **Phase 2: At-Risk Payment Arrangement Impact & Gap Analysis**

In order to understand the current state of operations and the client's ability to manage at-risk payment arrangements, Harpeth Consulting will gather and evaluate data from the client. This analysis will be the basis for the Impact and Gap Analysis and ACO Strategic Options. Recognizing that the client will evaluate and select implementation projects on the basis of this assessment, it is imperative that these activities be well structured and comprehensive.

### **Phase 3: Develop & Execute Implementation Plan** *powered by onFocus™*

Once an ACO strategic option has been selected, Harpeth Consulting will work with the client's management team and staff to develop a "road map" for ensuring that the client is ready to go at-risk within the desired timeframe. In order to affect "quick wins", we will use a modified Lean™ approach during the assessment phase, meaning if we come across readiness opportunities that can be implemented quickly and with minimal impact on cost,

we will communicate those to management and staff during the course of the engagement rather than waiting until the official report is delivered. Regardless, all readiness opportunities will be captured in our technology-driven execution tool, *onFocus™*. Each opportunity will have associated tasks, subtasks, resource requirements, projected timeliness, estimated costs and will be organized by chronology, prioritization or both.





## EXPERIENCE & SUBJECT MATTER EXPERTISE

### How Harpeth Consulting Can Help You Launch & Sustain An ACO

| Step                                       |    | Harpeth Consulting's Core Competencies & Subject Matter Expertise |                                |               |                              |                              |               |              |   |
|--|----|---|--------------------------------|---------------|------------------------------|------------------------------|---------------|--------------|---|
|  |    | Strategy Development & Execution                                  | Project Management & Oversight | Due Diligence | Business Process Improvement | Organizational Restructuring | Revenue Cycle | Managed Care |   |
| 10 Steps to Launching & Sustaining an ACO* | 1  | Assessing Readiness for Accountable Care                          | ✓                              | ✓             | ✓                            |                              | ✓             |              |   |
|  | 2  | Putting Together The Right Project Team                           | ✓                              | ✓             | ✓                            | ✓                            |               |              |   |
|  | 3  | Creating the Legal & Organizational Framework For an ACO          |                                | ✓             | ✓                            |                              | ✓             |              |   |
|  | 4  | Forming The Right Leadership Team                                 |                                | ✓             |                              |                              | ✓             |              |   |
|  | 5  | Strategic Alignment of Human Capital                              |                                | ✓             |                              |                              | ✓             |              |   |
|  | 6  | Ensuring Minimal Operational Requirements Are Met                 |                                | ✓             |                              |                              |               |              | ✓ |
|  | 7  | Assessing All Dimensions of Financial Readiness                   |                                | ✓             | ✓                            |                              |               | ✓            | ✓ |
|  | 8  | Integrating IT to The Point of "Meaningful Use"                   |                                | ✓             |                              | ✓                            | ✓             | ✓            |   |
|  | 9  | Strengthening Partner Relationships & Business Networks           |                                | ✓             |                              | ✓                            | ✓             |              |   |
|  | 10 | Engaging The Community As An Ally                                 | ✓                              | ✓             |                              |                              |               |              |   |

\* Please see our whitepaper "Accountable Care: Are You Ready?" for further details on the 10 Steps To Launching & Sustaining an ACO. This publication, and others, can be found at our web site: <http://www.harpethconsulting.com>.

#### Strategy Development & Execution

We utilize a real-world approach coupled with innovative technology (powered by onFocus™) to develop, assess and implement strategic options. We not only create, but also implement detailed execution plans cascading throughout the organization with metrics, KPI's and accountability corresponding with illuminating Strategy Maps designed to facilitate successful execution.

#### Restructuring

Our leadership team's experience in multiple industries including healthcare, insurance, technology and government gives clients a sense of comfort during challenging times. We provide leadership, strategy, and execution of financial and operational restructuring including the Chapter 11 process, receivership, and liquidation proceedings.

#### Revenue Cycle Turnaround

We assist clients in understanding and benchmarking the current state of operations, internal controls, KPI reporting, dashboards, technology optimization across the revenue cycle. Post assessment, we design and implement a future state encompassing leading practice business processes, best in class technology resulting in sustainable enhanced cash flows.

#### Managed Care

We advise clients on strategy and infrastructure, provide best practice benchmarking, analyze contract language, and develop pre-negotiation and negotiation guide tools. Our technology driven solutions (powered by onFocus™ and nContracts®) deliver rate impact analysis, contract language review, and infrastructure / technology readiness assessments. Our tailored implementation plans are designed to increase near term net patient revenue while optimizing client's long term managed care strategies.

#### Due Diligence

We combine healthcare industry and due diligence expertise to uncover potential deal concerns and/or opportunities. Our independent assessment of transaction entity issues such as governance, strategy, operations, financials, and IT identifies risks and rewards of the transaction.

#### Business Process Improvement

We employ proven methodologies and benchmarking to redesign key business processes resulting in operational and financial improvement. Our experts work to identify ailing business functions and to redesign key business processes utilizing technology and automation that result in measurable improvement and efficiency.

## ABOUT HARPETH CONSULTING

Harpeth Consulting was formed by a group of senior executives, consultants, and healthcare industry veterans who recognized the need to develop a firm that specializes exclusively on the healthcare industry, especially in a healthcare rich geography such as Nashville, TN. Having worked together previously, they were able to assemble a team with great synergy, significant experience and subject-matter expertise. Now, just a few years later, Harpeth Consulting has grown by leaps and bounds, and stands ready to move into its next phase of growth by continuing to provide value to clients.



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