

leadership  
innovation  
intensity



LEADERSHIP

INNOVATION

INTENSITY

# protecting the value of hospitals

FOR COMMUNITIES AND INVESTORS

**A financial crisis. A sale or merger. De novo hospital projects. How a hospital or health system handles unanticipated events can be the difference between success and failure. Reversing acute, adverse trends requires leadership, innovation and a level of intensity most hospitals can't muster on their own. That's where QHR Intensive Resources can help.**

A subsidiary of Quorum Health Resources, Intensive Resources is a partner to hospital governing bodies as well as lenders, credit enhancers and other financial institutions. Think of us as the team that protects the value of hospitals for communities and bondholders. We can quickly assess and stabilize crisis situations and help hospitals make the right decisions for the future.

**No other firm exceeds the expertise Intensive Resources brings to each challenge, including:**

- Sustainable process improvement
- Interim and turnaround management
- Bond covenant studies
- Sale/merger transaction assistance
- New hospital development

Toll Free 888.766.2799

# LEADERSHIP



**In a time of crisis or change,** experience and expertise alone are not enough. You also need a partner who brings intense leadership and critical thinking to the challenge.

Our seasoned executives head multidisciplinary teams that analyze the hospital's financials and operations, as well as opportunities for sale, mergers or new construction. The teams remain on-site to lead the implementation of their recommendations and achieve measurable results. Finally, they transfer their knowledge and methodologies to the hospital for sustained success, so your investment continues to pay dividends.

# INNOVATION



**We understand that each hospital faces its own unique set of challenges, requiring unique solutions.** When you work with us, you can trust our unsurpassed ability to quickly analyze each opportunity and develop customized strategies tailored to meet the hospital's immediate needs, growth plans and patient care objectives.

# INTENSITY



**Intensive Resources specializes in helping hospitals take urgent and decisive action.** We quickly assemble a full team of experts in a variety of disciplines — strategy, operations, financial, managed care, construction, joint ventures and more — that can address challenges from every conceivable perspective. We work on-site to intensively focus on these critical issues while hospital staff continues to meet commitments to quality patient care.

Our team performs analysis, develops and implements strategy and follows through. We help hospitals make major decisions, quickly and smartly, to rescue assets. And although our intensive approach emphasizes speed, we don't simply provide a "quick fix." Everything we do is designed to deliver sustained success.



## SUSTAINABLE PROCESS IMPROVEMENT

### **Some consultants give you advice. We give you results.**

Intensive Resources experts begin by identifying opportunities for improvement at your hospital. We develop a customized plan to address your unique situation. And we work side by side with your team during each critical stage of implementation to help you reach your financial goals while continuing to meet patient care objectives.

We've achieved sustainable results for all types of hospitals, including:

- Multi-hospital systems
- Faith-based hospitals
- Integrated delivery systems
- Tertiary medical centers
- Community hospitals
- Investor-owned hospitals

**Intensive Resources's team is made up of healthcare professionals who have served hospitals in senior leadership roles, including CEOs, CFOs, COOs and CNOs.** Their experience is augmented by the broad resources of QHR, our parent company. This allows us to provide comprehensive and effective solutions through:

- Rapid financial, operational and organizational assessments
- Joint development of action plans sensitive to medical staff issues
- Review of existing financial and operational improvement plans and reporting methods
- Revenue cycle improvement to increase cash flow
- Product line or service profitability analysis
- Strategic planning
- Performance improvement tools, training and monitoring systems
- Cost-reduction initiatives
- Interim management assistance
- Effective managed-care strategies
- Physician practice management improvement and repositioning strategies.

Finally, in keeping with our emphasis on sustainability, when our assignment is complete we transfer tools and methodologies to your team for continued improvement.

# INTERIM AND TURNAROUND MANAGEMENT

**In a crisis, you can't wait.** Hospitals must take urgent and decisive action to continue to provide irreplaceable services to their communities. The climate in a crisis is often politically complex, emotionally charged and so pressing that it's hard for even the best teams to achieve results – without help. That's when our intense leadership and critical thinking can make all the difference.

We will analyze your hospital's financials and operations, and lead the implementation of approved recommendations that will quickly stabilize your organization while repositioning it for long-term success. While each engagement is unique, activities often include:

## Strategy

- Product line profit-and-loss assessment
- Market-share growth opportunities
- Strategic alliance analysis
- Strategic outcomes
- Client value

## Operations

- Productivity improvement and benchmark analysis
- Restructuring and consolidating management
- Labor productivity and staffing management
- Management control systems
- Medical staff relationships
- Supply chain management assistance
- Vendor contract analysis

## Clinical

- Patient throughput
- Care management
- Peri-operative services
- Quality, safety and compliance improvement

## Financial

- Revenue cycle
- Debt restructuring
- Creditor negotiations
- Managed care
- Contract analysis and renegotiation
- Denials management
- Business processes

Our team works on-site at your hospital to approach the crisis from every perspective. We perform analysis, develop and implement strategy and follow through. We intensively focus on the most critical issues while hospital staff continues to meet commitments to quality patient care.

And we transfer our knowledge and methodologies to your team, providing the means for success well into the future.



## BOND COVENANT STUDIES

**If your hospital doesn't meet the requirements of your bond covenant,** your creditor can require a Bond Covenant Violation Study. This request usually indicates underlying financial and operational challenges that need to be identified and addressed without delay.

We believe a Bond Covenant Study is an opportunity for a hospital to regain forward momentum. We not only address your short-term crisis, but also your long-term success. We will conduct your study, pinpoint issues and develop a plan to improve financial performance, credit rating and access to capital. We even help implement our recommendations.

## SALE OR MERGER TRANSACTION ASSISTANCE

**How do you decide to pursue a sale or merger as a way to recapitalize your local hospital?** And how do you maximize the value of your hospital's assets to the benefit of the community it serves?

Intensive Resources experts have decades of experience working with hospitals to make these decisions in their best interest. We help clients develop strategies, set goals and enhance the value of existing assets before discussions with outside parties begin. We support clients throughout the negotiations, eliminating surprises along the way.

We've connected acute-care hospitals and systems, local boards and governmental entities with buyers and merger partners, including investment firms and major not-for-profit and investor-owned organizations. And when appropriate, Intensive Resources can pursue a multiple-bidder process as a way to capture the best possible value for our clients.

## THE RIGHT LEVEL OF SUPPORT

Intensive Resources conducts a comprehensive review of your organization and the marketplace, then presents viable, strategic options addressing crucial issues such as the projected value of your hospital, transaction structure, board selection, healthcare services, continuation of charitable missions, fair treatment of employees and more.

Once strategies are finalized, we develop a customized action plan assembled from our broad array of services, including:

- Financial, statistical and operational review of the healthcare franchise
- Rapid EBITDA improvement and value enhancement
- Identification of potential and preferred strategic partners and strategies
- Solicitation package preparation, distribution and follow-up
- Organization of facility tour and conference for interested prospects
- Due diligence assistance
- Proposal analysis and presentation to senior management and board
- Strategic and creditor negotiation assistance/multiple-bidder process
- Transaction closing support.

# NEW HOSPITAL DEVELOPMENT

## **Should you build a new hospital? How large should it be? What services should it provide?**

Intensive Resources offers a comprehensive approach to answering these questions, plus the hands-on experience to help ensure that the transition to a new facility goes smoothly and that your cash flow is protected before, during and after the opening. Throughout our engagement, our team provides ongoing and timely status reports and other communications to ensure timelines are met and issues are addressed.

## **PHASE 1: CONCEPTUAL VIABILITY**

Your hospital's long-term success begins with proper front-end planning. The focus in Phase 1 includes:

- Market Assessment — to identify your market and customers
- Financial Pro-Forma — to project your P&L and cash flow
- Facility Master Plan — to “right size” your facility
- Financial Advisor — to fund your facility

## **PHASE 2: OPTIMIZING YOUR PROJECT**

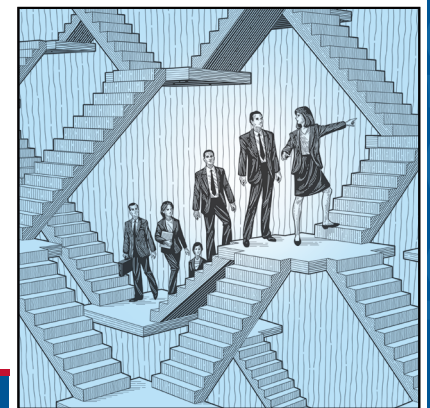
We understand the difference between simply opening a new hospital and operating it successfully over the long term. We provide what our competition cannot — knowledge of the systems, procedures, guidelines and benchmarks developed through real-world experience and relationships with over 700 hospitals spanning three decades.

In Phase 2, we work with you to address:

- Policy and procedure development
- Contract negotiations / managed care analysis
- Pre-opening management
- Systems development and implementation
- Recruitment

## **PHASE 3: MANAGING SUCCESS**

Intensive Resources works on your behalf to meet full regulatory compliance, as well as Medicare certifications standards, to compress the time between patient discharge and payor reimbursement.





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