



Medical Practice

MSO Readiness Assessment

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Table of Contents

Background

Next Steps

Appendix

| Background

Background (starting points for Why and What)



Business Environment:



Ideal for an MSO in that many Physicians are struggling to balance sufficient volume of quality patient care (revenue) with running a profitable business (given the ramp up in regulatory compliance requirements, fee reduction trends, and rising liability insurance costs)

Current Position:



- Emerging growth market is B2B, specializing in providing MSO services to single, or small, Physician service operations – to “bring back private practice in a group setting”

Key Building Blocks:



- MSO Operations design (including benchmarks)
- Full lifecycle MSO Playbook (sourcing, recruiting, due diligence, on-boarding, training, operations, and optimizing)
- Go to Market strategy and tactics

Concept:



The MSO model will function much like an “Office-as-a-Service,” whereby “Medical Practice” will provide the marketing, office space, administrative and business transactional services (economy of scale). Physicians will have the freedom to travel between “Medical Practice” network locations and to see more patients.

| Next Steps

Next Steps

Identify trusted advisors and other partners who have...

- Experience in your industry
- Worked on deals the size and complexity of what you are considering
- A focus on long-term sustainable success, not just focused on the “Business Transactions”
- Methods, techniques and templates to facilitate the design, augmentation and enhancement of your MSO Operations Design and Playbook
- Access to financial investment resources, such as Venture Capital and Private Equity
- Access to additional legal support as needed (e.g., Employment Law, ERISA, etc.)
- Technology expertise to build/enhance secure MSO technical platforms and networks



Next Steps

Imperatives – Strategies – Tactics (see appendix for descriptions)

- **Imperatives:** Describe what success looks like and feels like in the end
- **Imperatives:** Translate the output of the first bullet into what must go really well to be successful and define an initial set of metrics you will need to develop and continuously gather, monitor and manage to know if these expectations are being met
- **Strategies:** Develop the approaches, methods, and plans needed to address the Imperatives
- **Tactics:** Identify and prioritize the actions needed to enable the strategies and use the output of this exercise to develop an overall roadmap and project plan, including:
 - Identify the overall size of the market and the segment(s) to be targeted
 - Develop preliminary business plan -- estimated cost (implementation and ongoing) and revenue (ramp-up)
 - Refine and develop the necessary business metrics, measurements and reporting processes
 - Define ideal target profile (Physician and Practice sourcing criteria)
 - Determine approaches to financing the MSO model development and deployment
 - Design MSO operations model
 - Develop full lifecycle MSO Playbook
 - Develop Go to Market strategy and tactics
 - Other...



| Appendix

| Priorities and Roadmap


Business Strategy: Why


Our approach to get there



We use Imperatives → Strategies → Tactics approach to define the tactical areas of focus for “Medical Practice” in the near term (incremental “quick wins”) and longer term (transformational)

This approach is designed to ensure the areas of focus for “Medical Practice” in 2021 and beyond (tactics) each tie back 1:1 (through a properly aligned Business strategy) to defined business imperatives.

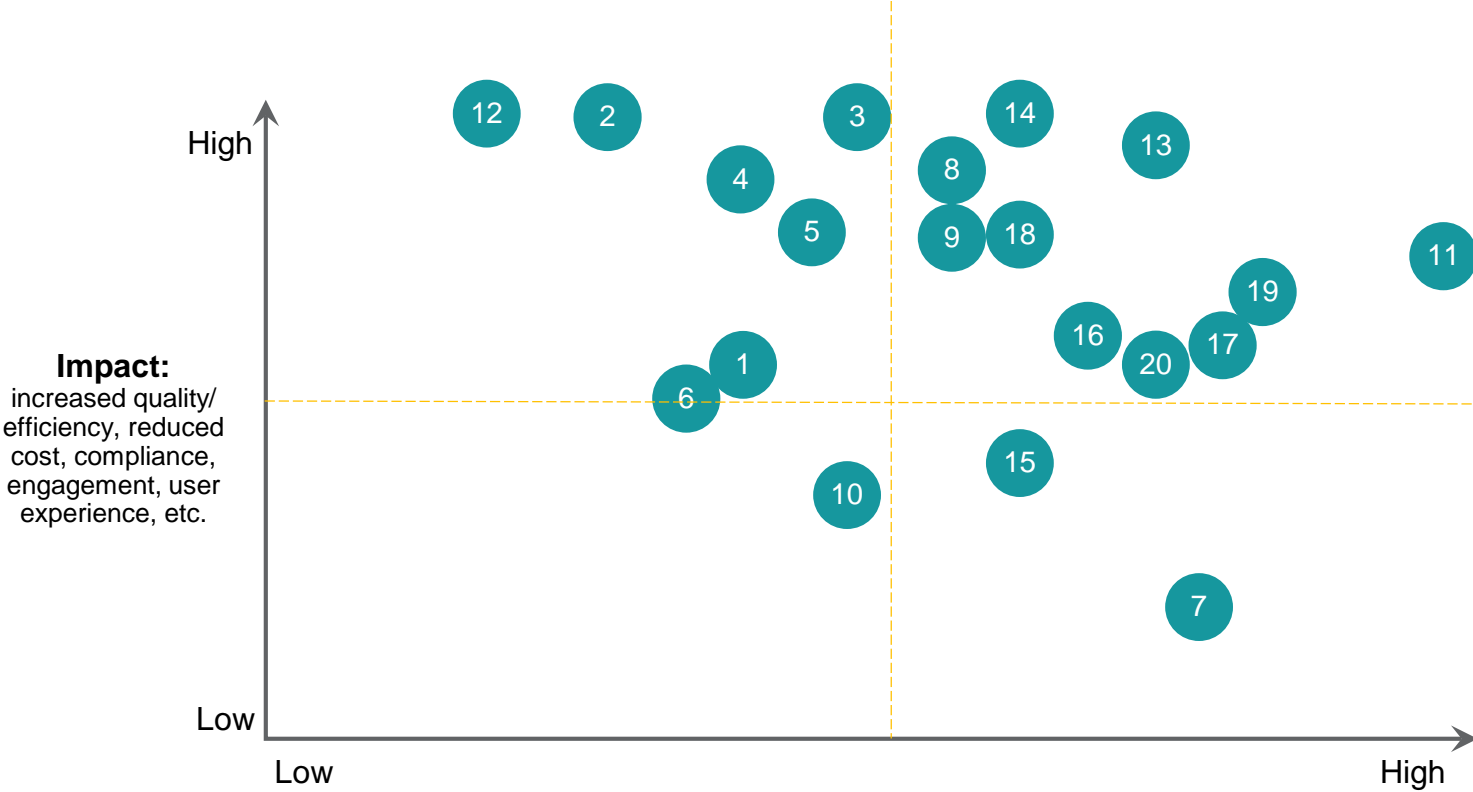
i **“Medical Practice” Business Imperatives** 
“What does success look like” and “What must go really well to be successful” -- To be populated during Discovery Sessions

S **Strategies** 
To be developed following the creation of the Business Imperatives

t **Tactics**
Structure, Process, People, Culture and Technology **projects** needed to achieve Strategies and, ultimately, Imperatives

Tactics Prioritization: What

4-Quadrant template



1	Tactic names....
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Achievability: cost, resources, complexity, commitment, change management, etc.

The purpose of prioritizing is to determine which projects should be started sooner and invested in more; if a projects is not in the far upper right corner, it does not mean it lacks value or it will not be done. It just means that the other projects may be easier to do and have greater immediate impact,

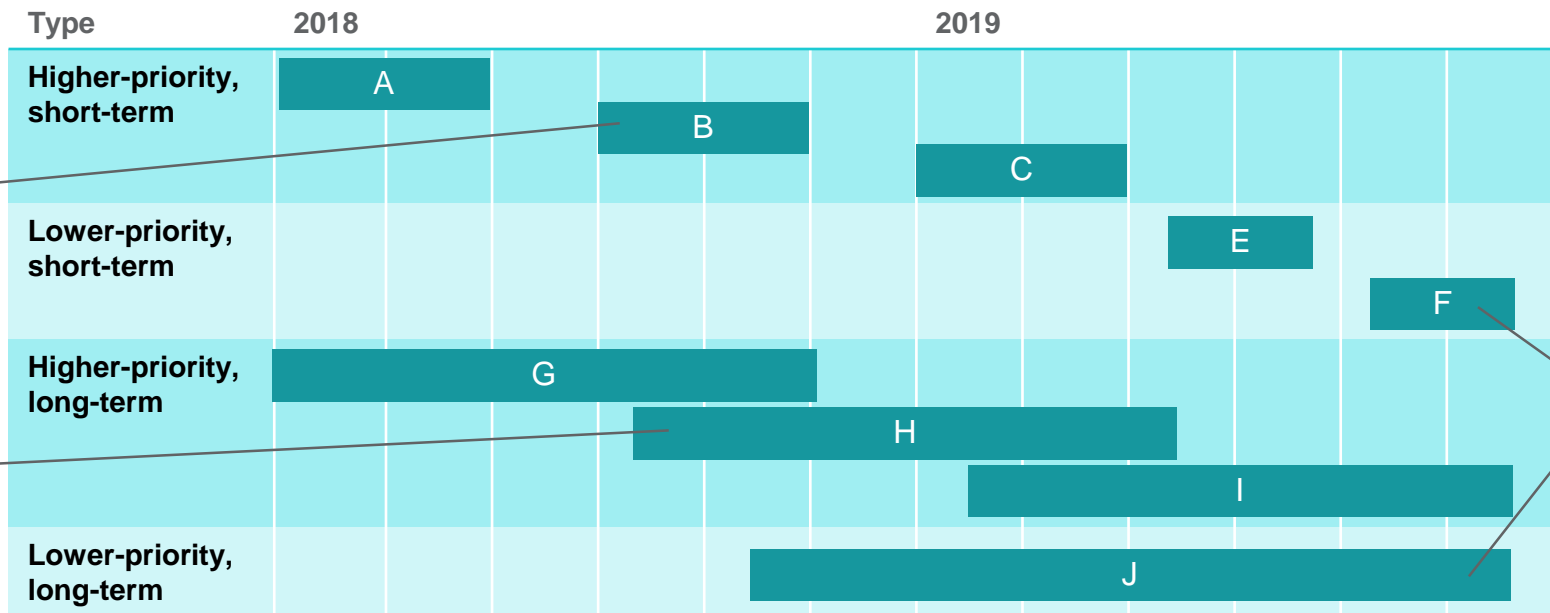
Tactics Prioritization: *When*

Roadmap template



Roadmapping takes duration, dependencies and resource requirements into consideration. Ideally, there is a balance between shorter projects with immediate impact (“low-hanging fruit”) and longer projects with longer-term impact, so greater future impact is not lost because resources are consistently consumed by short-term projects.

← Organizing by capacity to deliver, absorb change and deliver value continuously →



These are the “low-hanging fruit” type of projects, relatively easy to do and with significant impact

Some overlap of (especially longer) projects is OK as long as the same resources are not involved on all of the overlapping projects

These projects are still important and will still get done, but they fall into the “it can wait” category

Thank You

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