

# comprehensive 638 healthcare transition support

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## FROM START TO FINISH:

- Start-Up Planning
- Communication Plan & Needs Assessment
- Contract Negotiations
- Strategic Planning
- Transition Support: Finance, Human Resources, Software
- Post-Transition Support: Audit Prep, Recruiting, Training, AFA Negotiations, Transitioning IPAs/MOAs, Compensation Studies

## YOUR PARTNER THROUGHOUT THE JOURNEY

The benefits of tribal self-governance and self-determination through PL 93-638 are many, particularly when tribes are seeking to improve healthcare delivery within their communities. But fully realizing these benefits depends upon your organization's ability to plan and prepare for the transition, and how well the transition is executed.

REDW has a long history of helping tribes and tribal enterprises achieve their strategic objectives, and leads the nation in providing 638 healthcare transition services, with a focus on finance, human resources, accounting and business software. We also serve as trusted advisors to tribal healthcare organizations as they navigate an ever-evolving and highly regulated environment.

Given our firm's deep industry knowledge and understanding of tribal cultures, combined with a proven, multi-faceted team approach, we will work in partnership with you to help guide your organization step by step through a successful 638 transition—and beyond.

## NEEDS ASSESSMENT

REDW's 638 Transition team will first assess the merits of a potential transition and the unique needs of your organization in order to create a set of solutions for improving your operations and financial performance. Using a comprehensive checklist developed through years of hands-on experience, we address all key aspects of the transition process and come to objectively understand your unique situation so that we can better position your organization and clinical leadership for success. Our team is pleased to provide a **no-cost preliminary consultation or training** to facilitate and recommend appropriate next steps.

## PROJECT COORDINATION

The multi-faceted nature of a transition can make project coordination challenging. REDW professionals regularly assume leadership roles in this process and can:

- Conduct training in preparation for transition
- Consult with management and Board members to determine goals, resources, timeframes and deadlines
- Assist your team with managing the process and conduct meetings to coordinate tasks
- Prepare administrative tools and documentation
- Facilitate strategic planning sessions and Board retreats

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## PREPARING FOR START-UP

To help you prepare for that critical moment when Indian Health Service (IHS) flips the switch and your new healthcare organization takes charge, REDW will work closely with you to:

- Support contract or compact negotiations
- Prepare a budget and select the right accounting system
- Draft policies and procedures (non-clinical)
- Train employees for new roles in the organization
- Serve on-site as interim heads of your Finance and Human Resources departments until permanent staff is hired (for details, see below)

Whether you are planning, or have already completed a 638 transition, REDW stands ready to serve as your strategic partner. We will deliver the highest quality services, all tailored to suit the organizational structure of your tribe and its enterprises, and to meet your long-term goals.



### RETOOLING YOUR OPERATIONS – HOW CAN REDW HELP?

#### Finance

- Serve in a range of interim roles: CFO/Controller, Accounts Payable/Receivable, Payroll, Procurement, Accounting Specialist
- Develop Policies & Procedures and process controls
- Create forms, templates and flow charts
- Develop budget and budget projections
- Train Department staff and Board members in finance and budgeting
- Coordinate with revenue cycle staff

#### Human Resources

- Serve in a range of interim roles: CHRO/Director, Recruiter, Employee Relations, Trainer
- Staff and manage daily HR operations
- Perform staffing assessments; develop position descriptions and organization charts
- Recruit skilled employees to fill vacancies
- Create a compensation and structure process
- Develop Policies & Procedures, forms and desk procedures
- Facilitate PL 101-630 background check process
- Manage IPA/MOA and contractor relationships

#### Business/Accounting Software

- Interface accounting with patient billing systems
- Financial and inventory systems
- Timekeeping
- Human Resources Information system
- All related workflows and training

#### Unique Services

- Assist with IHS negotiations
- Overall project management or coordination of vendors
- Health Board guidance and training
- Tribal member recruiting, training and succession planning, all fully supportive of tribal hiring preference policies
- Quality Assessment and Performance Improvement projects, training and support
- Lean Six Sigma process improvement training and project support
- Studer-method training