



## **FAQ: American Health Partners Collaboration with Mission Point Health Services**

**Updated 9.19.2023**

### **1. What is the collaboration between American Health Partners and Mission Point Health Services all about?**

American Health Partners and Mission Point Health Services have entered into a strategic alliance with the aim of elevating Mission Point's business. The Mission Point Excellence Project focuses on improving operational efficiencies, strengthening clinical operations, and enhancing Mission Point's financial performance.

### **2. Why does Mission Point Health Services need to embark on the Excellence Project?**

Mission Point Health Services has been experiencing significant ongoing financial losses. Fortunately, Mission's Point's majority owner, Mitchell Family Office (MFO) is financially supporting the company. But these losses have persisted for an extended period and are not sustainable. We must fix this and return Mission Point to profitability as quickly as we can for the long-term health of the business.

### **3. What is the primary goal of the Mission Point Excellence Project?**

The primary goal is to put the company on a new trajectory toward sustained profitability. Achieving positive cash flow (sustained profitability) is imperative for Mission Point Health Services because it ensures the company's ability to cover its expenses, invest in growth, and remain financially stable. That will only happen if we improve the overall performance of the business – achieving clinical and operational excellence will lead to improved financial results.

### **4. How will our Excellence Project Excellence help Mission Point Health Services achieve its financial goals?**

Project Excellence will involve a comprehensive assessment of the company's operations, expense reduction measures, revenue enhancement strategies, and efficiency improvements. American Health Partners will provide financial expertise and resources to help Mission Point become more financially stable. This may involve optimizing revenue cycle management, reducing unnecessary expenses, improving billing and MDS coding and identifying opportunities for revenue growth. By implementing these initiatives, the company aims to reduce expenses, increase revenue, and ultimately achieve sustained profitability.

### **5. What is the timeline for implementing the Mission Point Excellence Project?**

The timeline for Project Excellence implementation will depend on the complexity of the identified issues and the strategies chosen. However, a prompt and well-executed plan will be essential to mitigate financial losses and ensure a quicker return to profitability.



#### **6. How can employees and stakeholders contribute to the success of the Excellence Project?**

Employees and stakeholders can contribute to the success of Project Excellence by actively participating in the improvement process, offering valuable insights, supporting necessary changes, and maintaining a commitment to cost-conscious and efficient practices. Employees at Mission Point Health Services will play a crucial role in the success of this collaboration. Employees can expect to be involved in process improvement initiatives and may receive training or support to adapt to new procedures aimed at enhancing efficiency and patient care. We are creating a Mission Point Excellence Project Work Group that will consist of key leaders from Mission Point and American Health Partners who will meet regularly to discuss challenges, collaborate on solutions and drive the Excellence Project forward.

#### **7. What will success look like for Mission Point Health Services after implementing Project Excellence?**

Success for Mission Point Health Services after implementing Project Excellence will be marked by a positive cash flow, elimination of financial losses, improved operational efficiency, and a clear path toward sustained profitability, ensuring the long-term health and stability of the company.

#### **8. Why is American Health Partners collaborating with Mission Point for the Excellence Project?**

American Health Partners brings expertise and resources to the table, enabling Mission Point Health Services to optimize its operations, provide better patient care, and achieve stronger financial stability. The Project is designed to leverage the strengths of both organizations for mutual benefit. American Health Partners is a healthcare company based in Franklin, Tennessee and is a subsidiary of Mission Point's majority owner, the Mitchell Family Office (MFO) based in Birmingham, Michigan. Through its American Health Communities (AHC) division, American Health Partners operates twenty-nine nursing homes. As fellow nursing home operators, its management team understands the intricate challenges we face first hand, and its expertise will be instrumental in our journey to transform our business and improve our financial performance.

#### **9. How will the project be structured?**

An executive leadership team led by American Health Partners CEO, Mike Bailey, will lead the project and be responsible to the overall strategic direction and key decision making. Julie Cummings, American Health Partners' Director of Planning and Analysis, will serve as the project manager. An Excellence Project Work Group, comprised of key functional leaders of both American Health Partners and Mission Point, will be created to work on areas including revenue integrity, clinical, compliance, finance, marketing, human resources etc. to drive higher performance in all areas of the business. There will be a lot of communication, collaboration and teamwork on many levels between our two organizations.

#### **10. How will this collaboration improve operational efficiencies at Mission Point Health Services?**

American Health Partners will work alongside Mission Point to identify areas where operational efficiencies can be enhanced. This may include streamlining administrative procedures, optimizing



workflow, and adopting best practices. The collaboration will involve a thorough assessment of Mission Point's existing processes to implement strategies such as process automation, standardization of procedures, employing technology to streamline administrative tasks and improve overall efficiency.

**11. What specific changes can we expect in clinical operations at Mission Point Health Services?**

The collaboration will lead to improvements in clinical operations by implementing evidence-based practices, enhancing care coordination, and promoting efficient resource allocation. American Health Partners will work closely with Mission Point to strengthen clinical protocols, MDS coding and ensure the delivery of high-quality patient care.

**12. Will there be any changes in leadership or management at Mission Point Health Services as a result of this collaboration?**

The leadership and management structure at Mission Point Health Services will now have reporting relationships with either the Executive Leaders team of the Excellence Project or key functional leaders at American Health Partners. Going forward decisions on significant capital projects and other initiatives will be worked on collaboratively between Mission Point and American Health Partners and must be approved before proceeding forward.

**13. How long is this collaboration expected to last?**

The Project will remain in full operation until Mission Point achieves positive cash flow, eliminates its financial losses and is on a strong foundation of sustained profitability.

**14. Will patients notice any immediate changes in their care as a result of this collaboration?**

Patients may not notice immediate changes in their care. Our commitment to providing quality care to our residents and patients is unwavering.

**15. How will the progress of this collaboration be monitored and evaluated?**

The progress of the collaboration will be monitored through key performance indicators (KPIs) and regular assessments. Both American Health Partners and Mission Point Health Services will work together to ensure that the goals and objectives of the collaboration are being met and adjusted as needed. Success for Mission Point Health Services after implementing Project Excellence will be marked by a positive cash flow, improved operational efficiency and a clear path toward sustained profitability, ensuring the long-term health and stability of the company.

**16. Will there be layoffs or job cuts as a result of this collaboration?**

At American Health Partners and Mission Point Health Services, our primary focus is to improve operational efficiencies and strengthen the organization's overall performance. We still need to conduct a thorough evaluation of the business. While the goal is not to initiate layoffs, we understand that changes in processes and operations may have an impact on staffing. We are committed to managing



any potential workforce changes with care, transparency, and sensitivity to our employees. We are dedicated to treating all employees fairly and with respect throughout any such transition.

**17. Are there plans to create new job opportunities as part of the collaboration?**

As part of our efforts to enhance operational efficiencies and clinical operations, there may be opportunities for new roles or positions to emerge. American Health Partners and Mission Point Health Services will assess staffing needs and create job opportunities where feasible to support the goals of the collaboration.

**18. Will employees have the opportunity to provide input or feedback regarding the Mission Point Project Excellence?**

Yes, we value the input and feedback of our employees. We recognize that change is challenging, and you may have questions or your own improvement ideas. We have established a dedicated email address: [MissionQuestions@AmHealthPartners.com](mailto:MissionQuestions@AmHealthPartners.com), where you can share your thoughts, suggestions, and questions. Your input will play a pivotal role in shaping our collaborative efforts. An Excellence Project Work Group, comprised of functional leaders of both American Health Partners and Mission Point, will be created to work on key areas including revenue integrity, clinical, compliance, finance, marketing, etc. to drive higher performance in all areas of the business. There will be a lot of communication, collaboration and teamwork on many levels between our two organizations.

**19. What steps will be taken to minimize the impact on employees and maintain a positive work environment?**

We recognize the importance of maintaining a positive work environment during any organizational changes. We will take steps to minimize the impact on employees, prioritize their well-being, and ensure that the work environment remains supportive and inclusive throughout the collaboration.

**20. What's going to happen to our bonuses for clinical staff – are those being eliminated?**

The organization's commitment to attracting and retaining top talent in clinical roles remains a key focus. The collaboration acknowledges the importance of clinical bonuses to recognize and incentivize exceptional performance among our clinical staff. As the program continues, we recognize the need for better oversight. Going forward, any decisions related to salaries, benefits, bonuses, or contract labor will now require approval from Sarah Buchanan, VP HR at Mission Point. This step will help ensure that these decisions are made in alignment with organizational strategies and objectives.

**21. Will there be any changes in the organization's policies regarding expense reimbursement for convention attendees?**

While there may not be immediate changes in expense reimbursement policies, employees should be mindful of the organization's emphasis on cost-effectiveness when submitting expense reports related to business expenses and business travel.