



**Solutions & Services**  
**Tailored for the**  
**Healthcare Industry**

JULY 2020

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# LETTER OF INTRODUCTION

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Thank you for the opportunity to present Vaco's full spectrum of services and solutions tailored for the Healthcare industry. Vaco is a global talent and solutions firm. We understand that business needs come in all shapes and sizes. Vaco delivers the ideal solution, whether it is augmenting staff, providing project services, placing a skilled professional, or delivering managed services.

Our healthcare clients value their trusted partnership with Vaco. Across all functional areas, initiatives and enterprise-wide needs, clients consistently share that we deliver reliable, high quality, rapidly scalable, and flexible services. We work quickly to address our clients' pressing needs while also securing an understanding of the underlying impetus for the need, and the resulting people, process, system and security implications. Therefore, we can backfill an immediate role and collaborate to develop tailored approaches and solutions to address the root challenge or opportunity.

With our 'in-the-trenches' experienced professionals, who are hands-on and maintain a strategic perspective, we deliver accelerated solutions and services to healthcare companies throughout North America.

Moreover, Vaco professionals are passionate about injecting empathy and wellness concerns into serving clients. With today's fast-moving digital market, we recognize the critical need for a strong emphasis on human 'touch' while maintaining pace with digital transformations, regulations and security measures. We are committed to having a positive impact on all stakeholders.

I look forward to further discussions.

Kind regards,

Wayne Lynch

[wlynch@vaco.com](mailto:wlynch@vaco.com)

804-519-4686

17300 Dallas Pkwy #1010  
Dallas, TX 75248





# VACO OVERVIEW

Vaco is a global talent & solutions firm.

- Private equity-backed, international reach, locally owned
- \$700M revenue
- 3,500+ current clients, including hundreds of healthcare entities
- Served: 50% of the Fortune 500
- 6,000+ professionals
- Inc. Magazine's list of fastest-growing private companies - 13 consecutive years
- Named to Forbes 2018 & 2019 list of America's Best Professional Recruiting Firms
- 40 offices throughout the globe
- Entrepreneurial culture, practical approach, customized and scalable solutions



# HEALTHCARE CONSULTING & SERVICES

In combination with our specialty practice, **Pivot Point Consulting-rated #1 best in KLAS Overall IT Services Firm for 2020**, and with our offices across the nation, Vaco has partnered with hundreds of healthcare organizations to assess, implement, optimize and support new and existing processes, technology and controls.

From junior analysts to the most senior advisory and technical resources, our professionals blend seamlessly with our clients' teams. We have broad and deep experience in Insurance and Managed Care, including Medicaid, Medicare and dual-eligible populations. Our advisory team has deep knowledge of CMS policy and regulatory issues impacting payor and provider organizations.



## ADVISORY SERVICES

We architect and deliver strategic solutions.

## IMPLEMENTATION & OPTIMIZATION SERVICES

We augment and accelerate technology initiatives.

## MANAGED SERVICES

We free you up from day-to-day maintenance of IT and EHR operations so you can focus on strategic initiatives.

## TALENT SOLUTIONS

We find qualified, permanent and strategic resources to complement your team and grow your business.

Our Healthcare Consulting practice provides strategy and staffing for healthcare providers, payers and life sciences organizations – with 400 employees serving over 85 clients across the United States





## TALENT & SOLUTIONS



# GLOBAL TALENT & SOLUTIONS

Finance, Accounting  
& Audit

Cybersecurity,  
Governance, Risk &  
Compliance

Program & Project  
Management

PROJECT  
CONSULTING &  
ADVISORY

INTERIM  
EXECUTIVE &  
MANAGEMENT  
SERVICES

RETAINED  
EXECUTIVE  
SEARCH

TEMP-PERM &  
DIRECT HIRE

STAFF  
AUGMENTATION

MANAGED  
SERVICES

Digital Transformation  
& System Initiatives

Data Solutions  
& Application  
Development

Call Center  
Management  
& Operations

Vendor & Supply Chain  
Management

The slides that follow offer a closer look at Vaco's capabilities and services in many of the areas listed above.

# TECHNOLOGY - A CLOSER LOOK

Our professionals are well-versed in the newest advancements and will implement the digital technology necessary for transformation – by processes or functions – and take it to the next level.

## MANAGEMENT CONSULTING

- ERP (SAP, JDA), Custom, HRIS, CRM Implementation/ Optimization /Selections
- Agile Transformation
- Data Governance, Management & Solutions
- Program/Project Management
- IT Strategy
- Technology/Business Transformation
- Business Analysis
- Process Optimization
- Cybersecurity, Governance Risk & Compliance
- Interim IT Leadership

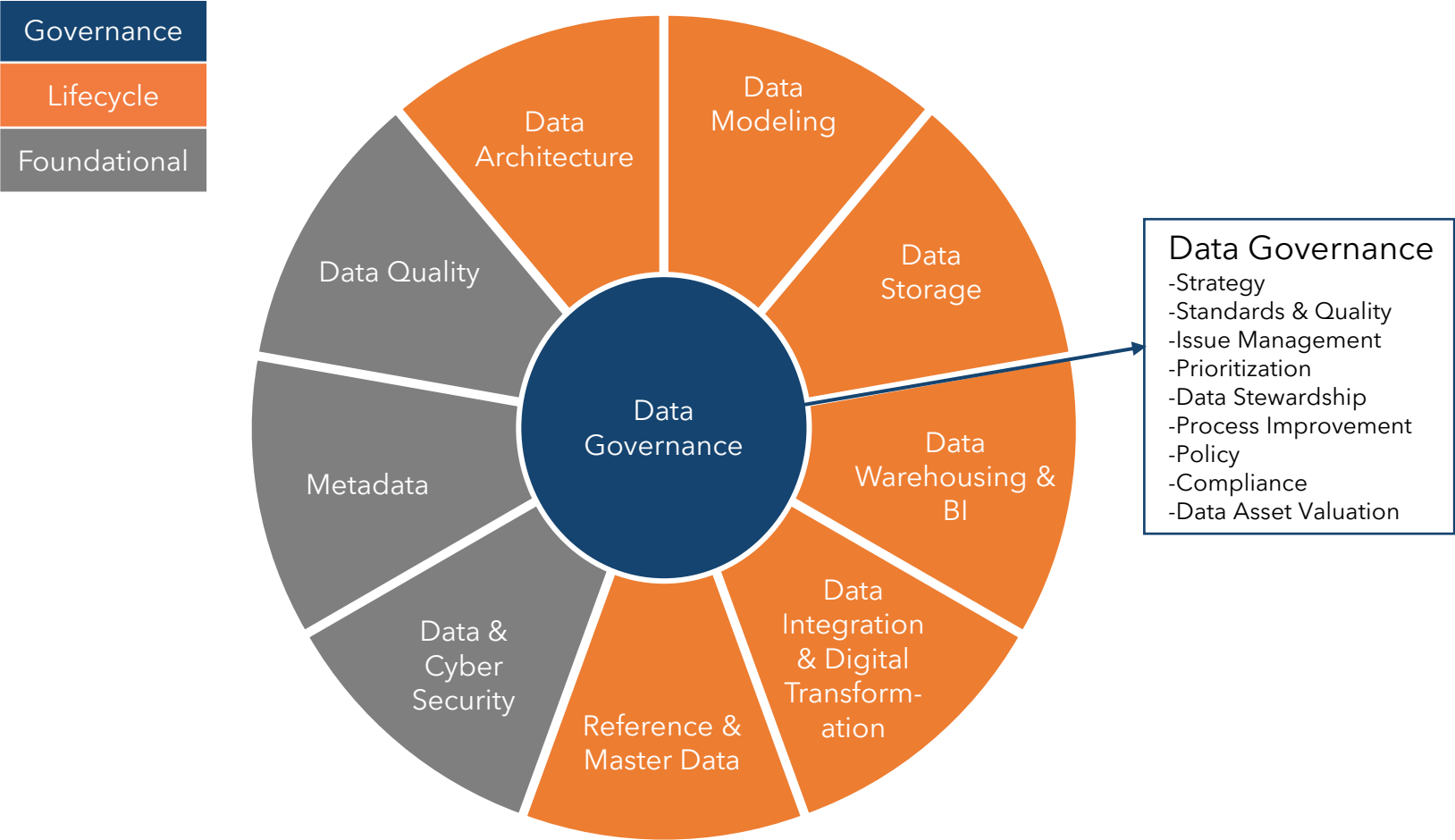
## TECHNOLOGY SERVICES

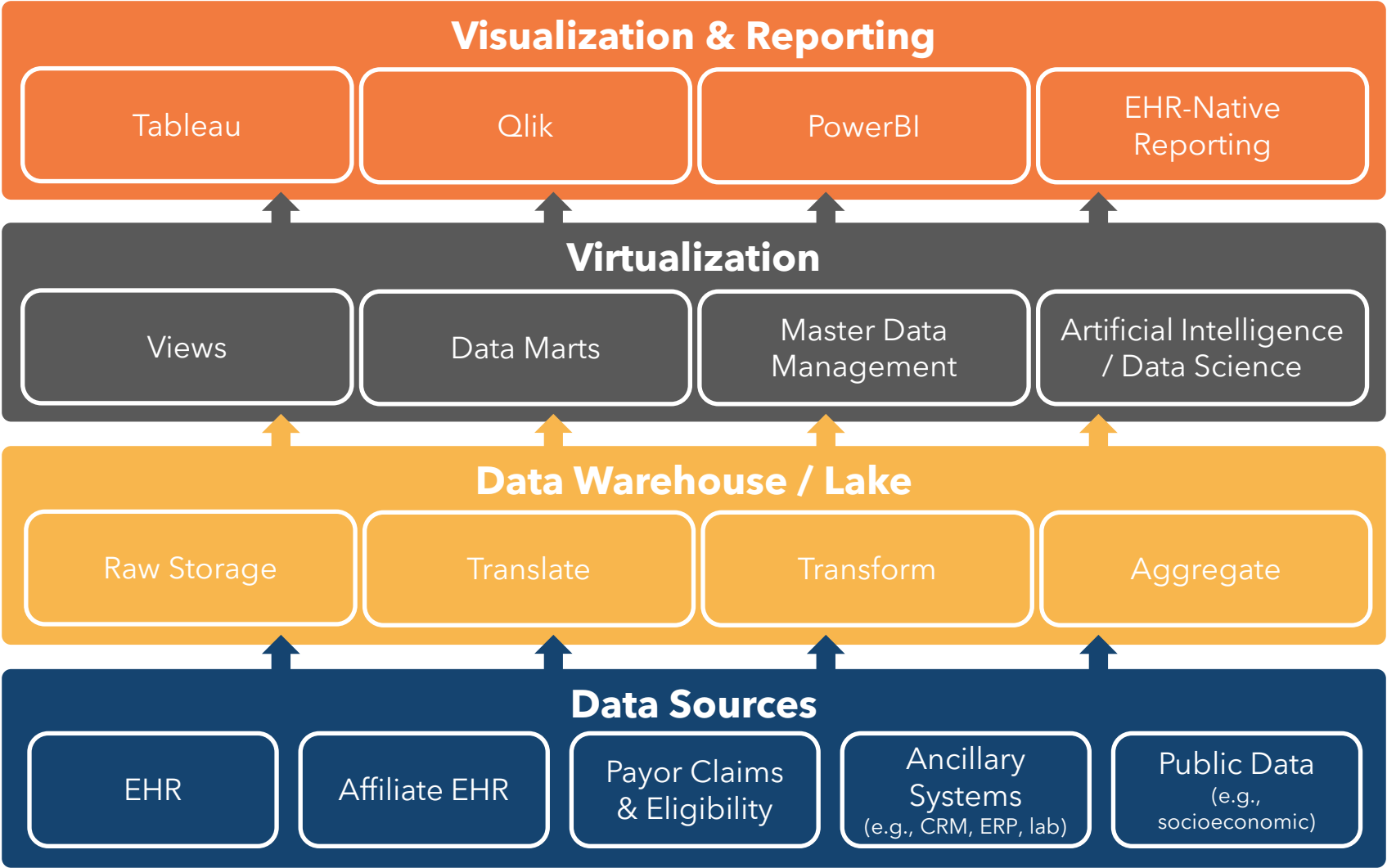
- DevOps & QA Testing
- Infrastructure Support & Management
- Application Development & Management
- Testing & Software Quality Assurance
- Mobile, UI, UX Design Architecture & development
- RPA, Machine Learning & Automation
- Blockchain
- Testing & Software Quality Assurance
- Network Engineering
- Database/Systems Administration
- Software Architects

“The rotation system that Vaco has put in place for this group has the potential of becoming an industry-standard in the child safety area. As far as I know, there is no other team using this format among outsourced services. The best practices Vaco develops have the potential of becoming useful for other teams in this challenging space.” –Maiga Pire Schmidt, Manager, Legal Specialist (major search engine company)



# DATA SERVICES - A CLOSER LOOK





With extensive experience in various F&A areas (general accounting, regulatory reporting, technical accounting, internal controls, training and system utilization), Vaco professionals are immediately effective.

- Accounting
  - Operational
  - Technical
- Budgeting
- Compliance
- Financial Reporting & Analysis
- Internal Audit
- Organizational Transformation
- Process Improvement
- Project Management
- System Initiatives (selection, implementation, optimization)
  - Enterprise Performance Management (EPM)
  - ERP
  - Financial Accounting
  - Operational Accounting

Vaco consultants have enjoyed careers in public accounting and in functional roles (e.g., planning, external reporting, controllership) within various industries. They are in the forefront of regulatory, process and technological change and are passionate about sharing this expertise and their extensive experience with our clients to deliver value and acceleration.



# CYBERSECURITY & GRC - A CLOSER LOOK

We help arm organizations with appropriate strategies that fit company size, risk factors, industry stored data, regulations and compliance frameworks. Our areas of expertise include:

Governance, Risk & Compliance (GRC)	Identity Access Management (IAM)	Cyber Security / Managed Security Services	Application Security	Assurance, Intel, Incident Response
<ul style="list-style-type: none"> <li>Security, Awareness, Training &amp; Comms</li> <li>Continuity &amp; Cyber Resilience</li> <li>Policy Development</li> <li>Cyber Framework Development</li> <li>Metrics &amp; Automation</li> </ul>	<ul style="list-style-type: none"> <li>Identity Governance Solutions</li> <li>Identity Innovation</li> <li>Privileged Access Management</li> <li>Security Administration (IAM)</li> <li>Authentication</li> </ul>	<ul style="list-style-type: none"> <li>Perimeter Defense</li> <li>Network Security</li> <li>Cyber Fusion Center (SOC)</li> <li>Detect, Monitor</li> <li>SEIM Deployment</li> <li>Security Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Vulnerability Management</li> <li>Static &amp; Dynamic Code Review</li> <li>Database Security</li> <li>DevOps / Open Source Security</li> </ul>	<ul style="list-style-type: none"> <li>Incident Response (CIRT)</li> <li>Cyber Intelligence</li> <li>Penetration Testing</li> <li>Cyber Exercise Planning</li> <li>Red, Blue, Purple Teaming</li> </ul>



Our Partners



# OPERATIONS & ADMINISTRATION – A CLOSER LOOK

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We can provide the support you need, from seasonal expansion and special projects to full-time players, for accounting operations and administrative positions:

## CLERICAL ACCOUNTING

- General Ledger
- Accounts Payable/Receivable
- Credit & Collections
- Data Entry & Analysis
- Payroll Administrators & Processors
- Project Support
- Bookkeeping

## ADMINISTRATIVE

- Management & Support
- Client & Customer Support
- Executive Assistance
- Front Desk Associates
- Administrative & Clerical Support
- Data Entry
- Human Resources

*The thing I value most about working with Vaco is their ability to understand and identify candidates that will fit our organization's culture perfectly. When you like the people you work with, it makes all the difference in the world. Vaco knows me and our organization, and because of that, the quality of candidates they share with us is phenomenal.* -ADAM TURNER, CFO, NORTHWESTERN MUTUAL

# MERGERS & ACQUISITIONS - A CLOSER LOOK

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We create and capture value throughout the M&A lifecycle - from due diligence, to valuation, to integration or divestiture execution -all with minimal disruption to the core business.

## ■ **BUY & SELL SIDE DILIGENCE**

- Deal Strategy
- Quality of Earnings (Q of E) Analysis
- Working Capital Analysis
- Buyer & Seller Risk Identification
- Accounting & Financial Reporting
- Value Proposition Verification
- Synergy Identification
- Resource Evaluation & Augmentation

## ■ **TRANSACTION SUPPORT**

- Transaction Structuring (including Technical Accounting)
- Project Management
- Integration Readiness Planning
- Opportunity, Exposure & Risk Identification & Capture
- Business Combination Accounting
- Compliance Requirements

## ■ **M&A INTEGRATION & DIVESTITURE EXECUTION**

- Integration & Separation Management Offices
- Day 1, Day 100, & Day 100+ Planning
- Cross Functional Integration
- Synergy Development, Tracking & Realization
- Transition Service Agreement Development & Management
- Organization Redesign
- Change, Culture & Communications Management

## ■ **VALUATION**

- Lender Financing Enterprise Valuations
- Transaction Pricing
- Business Modeling & Forecasting
- Purchase Price Allocation - Financial Reporting / Tax
- Annual Goodwill Impairment Testing





## Co-Managed (with client) or 100% Outsourced Managed Services



### Technology Managed Services

- Application Development & Management
- Cyber Security & Testing
- Software Testing
- QA
- DevOps
- Program Management
- Data Management
- Consulting



### Technology Enabled Managed Services

- Tech & Customer Support via Phone, Email & Chat
- Back Office Operations
- Quality Consulting Services
- Localization
- Feet on Street
- Content Moderation /Curation
- Recruitment Process Management
- Business Process Management



### Digital Transformation Managed Services

- Machine Learning
- Artificial Intelligence & Mobility
- Digital Content Creation
- Big Data
- Cloud Migration & Management
- Internet of Things
- Analytics

Our onshore, offshore and dual shore services follow every aspect of Vaco’s onboarding, engagement oversight and off-boarding processes and disciplines. Our teams share the same culture and operate cohesively as extensions of our clients’ teams.

# AGILE TRANSFORMATION - APPROACH



## Agile Enablement Team (AET)

Curators with client's cross-functional representation & Vaco

- Ensure ATT guidance is implemented
- Facilitate development of the body of knowledge, tools, metrics
- Develop roadmap for rollout
- Capture and share learning
- Provide progress in impact to ATT

## Agile Transformation Team (ATT)



Leaders from across the client & Vaco

- Establish the vision
- Provide support for their Pilot Teams
- Serve as the point of escalation for decisions

## Pilot Teams



Project teams adopting new model

- Become early adopters and influencers
- Trained on Agile practices
- Codify DevOps tools
- Build the body of knowledge

## Local Communities of Practice/Guilds



Scrum Masters



Product Owners



Business & System Analysts



## OUR MISSION

Empowering your organizational agility from leaders to teams and driving successful business outcomes



## OUR FOCUS

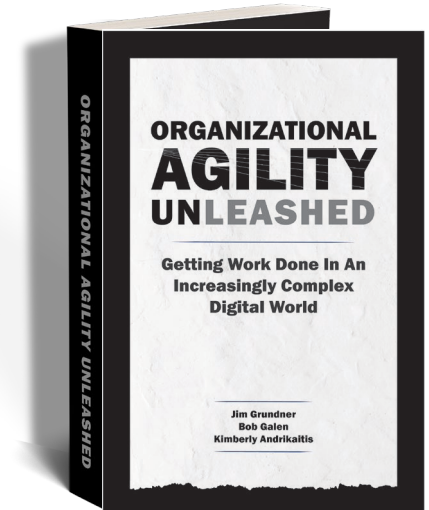
We measure success when our clients reach self-sustaining organizational agility



## RESULTS

Our clients have experienced:

- 250% increase in annual projects completed
- 150% growth increase compared to competitors
- 20% spend reduction in technology



- Combined 50 years of Agile experience across XP, Scrum, Kanban in a wide variety of client domains.
- Many publications, including the recent release of the book featured above.
- Coaching at all three levels of the organization: Team, Project/Product, and Organization/Leadership.



# PROGRAM & PROJECT MANAGEMENT

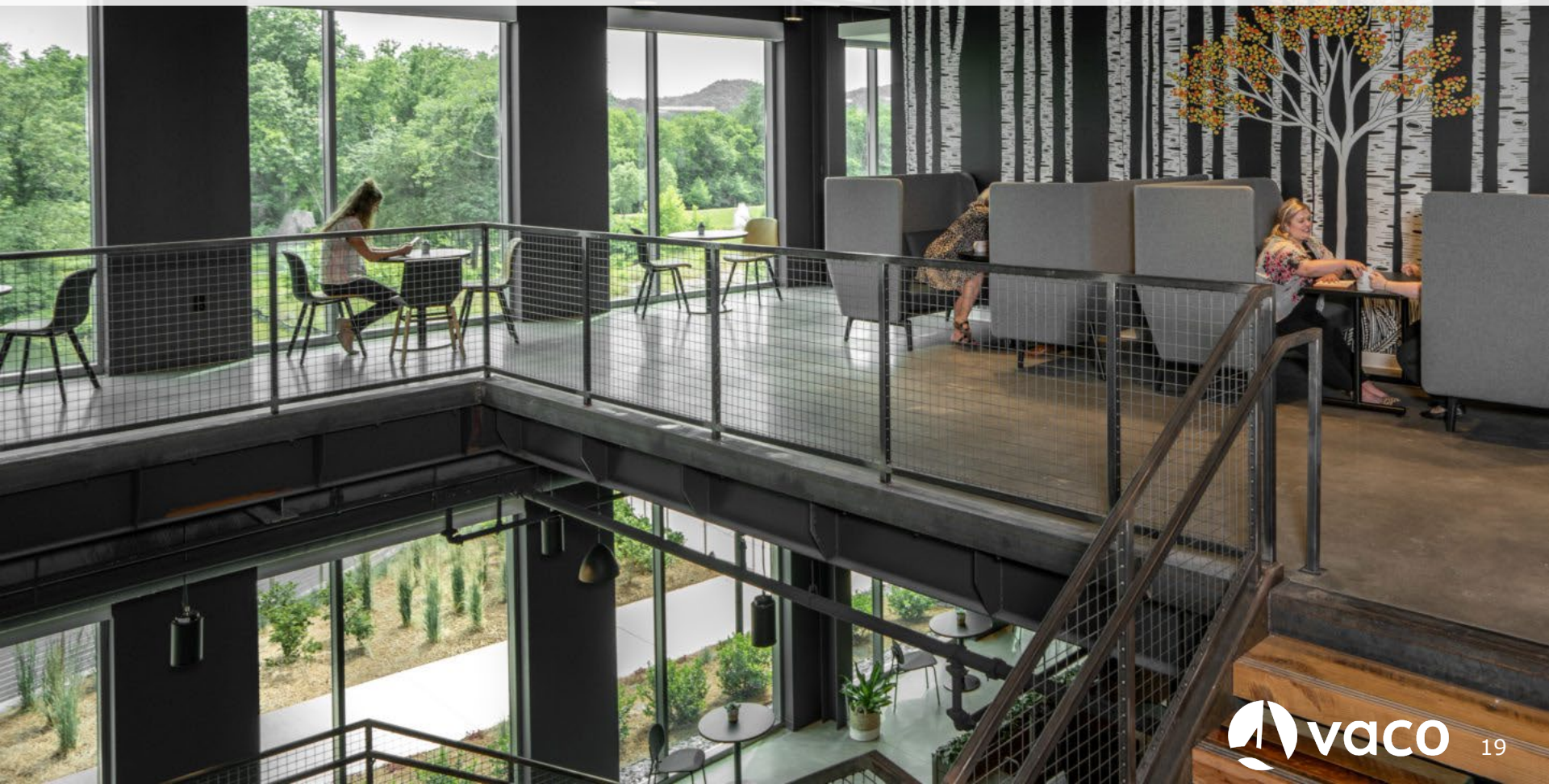
PROJECT MANAGEMENT INFRASTRUCTURE	Project Team Structure & Governance Process • Identification & Assignment of Team Team Roles & Responsibilities • Issue Escalation Process • Process, Tools & Templates
PROJECT MANAGEMENT	Project Assessment & Team Charter • Detail Project Plan with Dependencies & Priorities Project Execution • Team Cadence • Quality Control for Project Deliverables
MONITORING & REPORTING	Project Plan Tracking & Status Reporting • Project Dependency Management Project Team Resource Monitoring • Management of Deliverables-Accuracy & Consistency
RISK & ISSUE MANAGEMENT	Risk and Issue Identification & Prioritization • Issue Management & Conflict Resolution Validation of Resolution Actions & Decisions
PROJECT BUDGET MANAGEMENT	Actual vs. Planned Budget Tracking • Project Budget Dashboard Project Budget Variance Management
COMMUNICATION & CHANGE MANAGEMENT	Aggregated View of Project Health & Status • Escalation & Decision Log Stakeholder Communications • Training • Roles & Responsibilities Alignment

**Project Management Consulting unique value-adds include:**

- Dedicated professionals with 15-20 years of PM experience who can cover both strategic issues to project execution.
- Proven track record for helping clients successfully implement and manage large, complex projects.
- Availability of project management tools and templates to reduce development time and increase project execution efficiency.
- Ability to immediately augment our clients’ existing project teams and fill gaps (PMO coordination, functional support).



## SELECT HEALTHCARE CLIENTS & ENGAGEMENTS





## SELECT HEALTHCARE INDUSTRY CLIENTS

- Baylor College of Medicine
- Carle Foundation Hospital
- ChoicePoint
- Community Health Services
- DaVita
- Genentech
- Harris Health System
- Houston Methodist
- Johnson & Johnson
- Loma Linda University
- Loyola University
- McKesson
- Merck
- Nationwide Children's Hospital
- MD Anderson Cancer Center
- Ochsner Health System
- Oregon Health & Science University
- Renown Health
- Stanford Health Care
- Tenet Healthcare
- The University of Texas System
- University of California, San Francisco
- University of Connecticut
- University of Mississippi Medical Center
- University of Virginia Health System
- University of Washington Medicine

# SELECT EXAMPLES OF VACO'S ENGAGEMENTS

## **Six Independent Health Systems Across Texas**

Our client chose Epic Constellation as central data aggregation and analytics platform. The two project tracks included health plan (claims aggregation and analytics) and clinical data analytics. Our team enabled Health plan live on first ever analytics solution – claims dashboard. Furthermore, we connected all constituent health systems via Care Everywhere and contributing data.

## **Healthcare Wholesale Company**

Built an automated test system to check the product quality, stability, efficiency, and help in reducing manual effort, time and cost. Used Selenium and POI framework to develop reusable components to be used across different modules; automated 600 manual test cases covering seven modules; developed new test cases over the existing manual ones; created a regression test bed and integrated with Jenkins. Vaco reduced manual efforts and time, improved accuracy, ensured reusability of test cases, and delivered results in less time with better quality.

## **Healthcare Start-Up Company**

Vaco provided a team with deep expertise in accounting, process development and integration, training, team building, and financial reporting to design and implement a process to meet the management's specific needs, including the transition from cash-bases to accrual accounting. In the role of Interim Controller, one of our consultants worked closely with private equity and management to ensure timely and accurate financial statements were prepared in accordance with US GAAP.

## **Major Healthcare Provider**

Vaco has provided IT staffing support for the last three years; outperforming the three other staffing companies that have been servicing this client for 10+ years.

## **Healthcare and Benefit Payment Solutions Company**

Engaged 30+ accounting clerks, office assistants, data entry clerks and administrative assistants.



## SELECT EXAMPLES OF VACO'S ENGAGEMENTS, CONTINUED

### **Non-Profit, Academic Health System with 40 Managed and Affiliated Hospitals**

Engaged Epic/SQL report writers and a lead to optimize Managed Reporting. We decreased backlog age, mentored "green" team and handled all escalated tickets. For Connect, we provided strategic project management to identify challenges and execute solutions between partners (access, request intake, warehousing strategy, ML). We enabled consistent access to tools, agreement and documentation of processes, began implementation of request intake and report repository.

### **Nationwide Multi-Specialty Medical Group, 2,400 Providers; Over 300 Locations**

Completed an EHR needs assessment and vendor selection, project cost modelling/budgeting, and pre-implementation planning. Provided project resourcing, leadership mentoring, change management, and governance. Staffed the Epic Beaker implementation and delivered advisory services. Planned, budgeted and built/configured a Nephrology-specific instance of Epic for deployment to over 200 nephrology practices and 1,000 providers nationwide. Over 122 staffed, including Project Director and Managers, Analysts, and Trainers over three years. According to Epic, this is their largest Community Connect program to date.

### **Large Health Network**

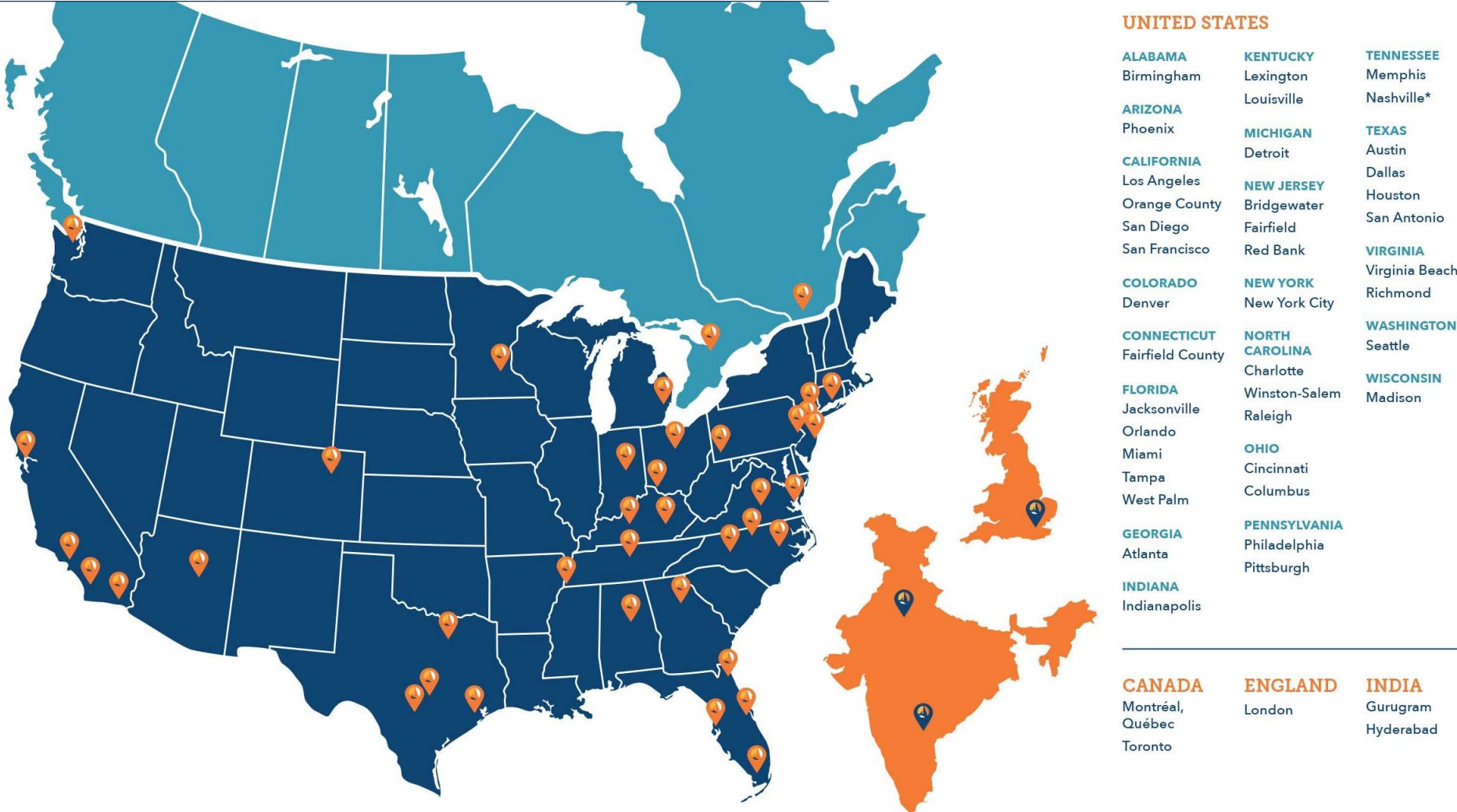
Vaco's dedicated and experienced recruiting professionals successfully filled 18 permanent placement roles. Our recruiters spanned different time zone within North America to ensure the rapid identification of optimal talent through our expansive network, personal relationships and targeted sourcing. Within a short period of time, our recruiters touched 1200 candidates to identify the professionals with strong alignment with respect to our client's parameters, including cultural fit, behavioral skills, technical expertise, years of experience, hands-on-on commitment, accomplishments, total compensation, management and leadership qualities.

# APPENDIX





# FOOTPRINT



\*Vaco's global headquarters

We can land and expand in all global locations and we have repeated success serving our clients outside of our physical offices. For example, we currently have consultants engaged throughout the EMEA and South America.



THANK YOU.

