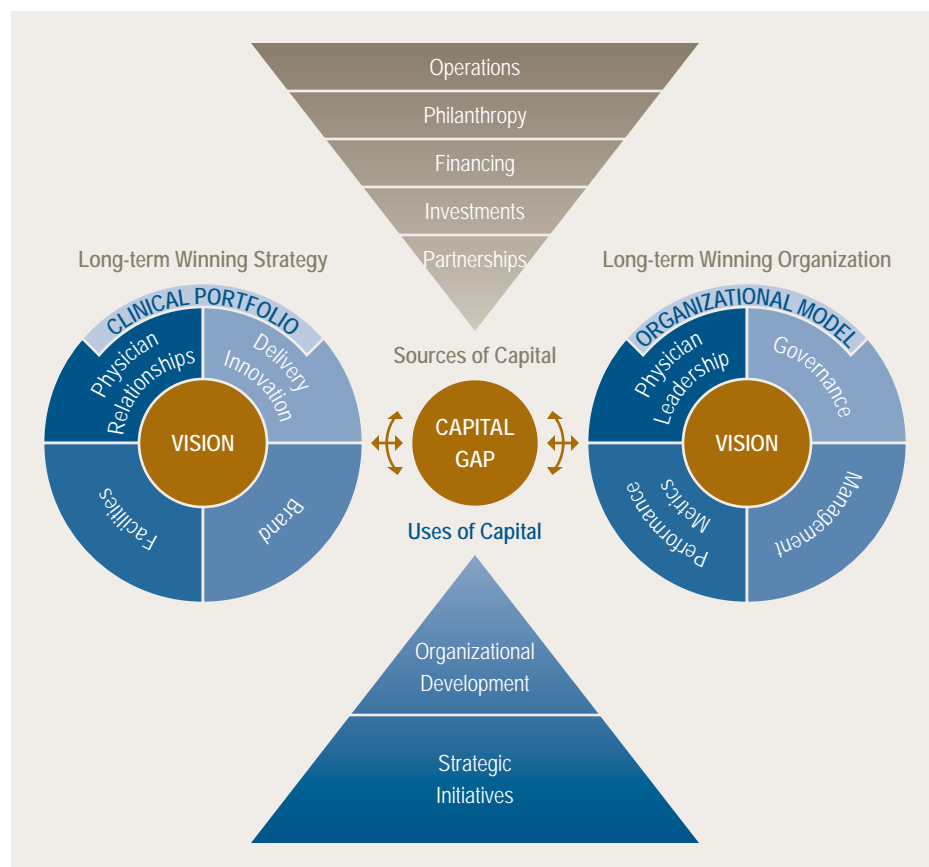


Healthcare Strategic Planning

Healthcare organizations today are confronted by unprecedented market turmoil, rapid and unpredictable change and increased financial stress. At Navigant Consulting, our strategy practice proactively drives consideration of the multitude of forces driving change in healthcare and how these changes may impact our clients. In this context, we challenge our clients to extend their planning horizons and reconcile the long-term implications of significant capital expenditures (e.g., land, buildings, equipment) with long-term strategic positioning. This is critical as margins become thinner and access to capital becomes more constrained.

Navigant Consulting takes an approach to strategic planning that is integrated with fi-

ancial and operational considerations and ultimately considers appropriate sources and uses of capital in the pursuit of a long-term winning strategy. This long-term winning strategy addresses an organization's optimal program/service portfolio, physician collaboration strategies to advance growth and create efficient operations, opportunities to reconfigure system assets and ultimately how to lead the market in delivery innovation. We work with our clients to translate winning strategies into winning organizations, both in terms of organizational structure and dashboards to measure and monitor strategic performance. This integrated approach to strategic planning is summarized as follows:



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The hallmark of Navigant Consulting is our commitment to client service and consulting innovation. In this context, our healthcare strategy practice is differentiated by the following five characteristics:

A Client-Navigant Consulting Partnership

We believe that the most successful strategies are those that are jointly created by the client-Navigant Consulting team. In our collaborative approach, we add broad experience and expertise to your team's knowledge and understanding of the local market and organizational capabilities to create practical results – oriented solutions tailored to your situation.

Thought Leadership

Our strategy practice invests significantly in thought leadership and brings this innovative and creative thinking to every client relationship. This thought leadership is embodied in a series of regularly-released special reports addressing topics of critical importance to organizational strategies. Recently released special reports have focused on the capital gap in healthcare, future opportunities in key service lines (e.g., cardiac, cancer, imaging, neurosciences, women's health) and innovative approaches to hospital-physician collaboration. Copies of these special reports are available upon request.

Advanced Consulting Tools

We utilize a comprehensive and advanced analytic toolkit to support the strategic consulting model. This toolkit is comprised of proprietary forecasting models and partnership with other firms to bring the most robust analytical approaches to all client engagements. This toolkit includes:

- » Volume Projection Model
- » Facility Configuration Model
- » Financial Capital Planning Model
- » Care Delivery Model
- » Functional Capacity Model
- » Physician Resource Planning



Bias For Action and Accountability

Our approach links the strategy process tightly with the financial and operational functions of an organization by rigorously analyzing the costs and revenues associated with the plan and objectively assessing the operational implications, limitations, and realities associated with execution of the plan. Our approach clearly identifies the steps that need to take place, defines the time frame for execution, and assigns responsibility for each step. Our commitment to results is further demonstrated by the series of periodic progress assessments we will conduct following completion of the strategy to ensure progress continues and results are sustained.

Customized Approach Led by Experts with Proven Track Records

While we utilize proprietary planning frameworks, every client engagement is uniquely designed to address the specific needs of every client situation. This customized approach is enabled by the composition of our professional staff and our approach to staffing engagements. Our strategic advisory services are provided by highly experienced industry executives with support from our team of physicians, nurses, certified public accountants, economists, information technology and data management specialists. Our business model is predicated on staffing projects with a small team of experienced executives who have significant, direct, hands-on responsibility for conducting the engagement and leveraging client resources to the extent practical and possible. We look forward to the opportunity to work with your organization to develop a customized approach to addressing key strategic challenges and opportunities.