

April 09.....

Inside Outsourcing™



INTERVIEWED BY LARRY JANIS

Inside with:

Stuart Clark, Executive Vice President, Commercial Sector, CHS

Comprehensive Health Services, Inc. is the industry's largest independent provider of onsite health centers, nationwide exam programs and rapid response medical readiness teams. Corporations and government agencies choose CHS for workforce health and productivity management solutions including onsite primary care, occupational health and pharmacy services. CHS also provides nationwide medical surveillance, pre-placement and fitness-for-duty exams. With a deeply analytical approach to employee health, CHS maximizes the effectiveness of every health care dollar spent, while ensuring employees have the best treatment options. CHS tailors health care delivery to employers' overarching benefits strategies and supports each client with integrated health information systems.



LJ: *Since our readers may not be familiar with CHS and your role with the firm, would you give us an overview of the organization and your responsibilities?*

SC: CHS is the leading national workforce health management company serving government and commercial clients. We provide onsite health centers, national exams and medical readiness teams. Most recently we expanded into the international market with operations in the Middle East, where we are now on site, providing medical support to thousands of U.S. government subcontractors and interpreters.

Here in the U.S., we have 90 onsite medical centers serving commercial clients, where we provide primary care, occupational health, acute care, preventive care, and chronic condition management. CHS has had an emphasis over the last two years on information technology systems that integrate and communicate with individual customers' health plan, pharmacy benefits management plan, health risk assessment and disease management vendors. Our pioneering platform brings all that information to the fingertips of the provider so the patient can have the most comprehensive medical visit possible.

My role as executive vice president is to oversee all the company's commercial business, which includes onsite health centers, network management and medical readiness teams for commercial customers. CHS has grown on an annualized rate of 20 percent a year for the last three years, and we are on to a great start in 2009.

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FROM THE EDITOR

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Inside Outsourcing's goal is to provide you with articles of interest and with a forum for the exchange of information in this rapidly evolving industry.

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LJ: *You have been in the onsite health care industry since 1991. What changes have you seen in this sector?*

SC: The onsite health care model has evolved from its original focus on occupational health, in treating work-related injuries and medical surveillance. Since the early 1990s, onsite health care has developed into a much more comprehensive health care delivery model. In addition to traditional occupational health issues, onsite health care today includes acute care, preventive care and chronic care. In most cases, CHS' onsite health centers do not replace the patients' primary care providers. We serve as an optimizer of the customers' health initiatives, and we dramatically increases patient participation rates in prevention programs. We support the patients' medical home by closely coordinating care with their primary care physician and other community health resources. CHS believes firmly that the onsite employer market is demanding a more comprehensive patient care model than what has previously existed in the onsite industry. Reporting and analytical requirements are also advancing quickly.

We have also seen an increased demand for outsourcing onsite medical centers. Because of our national presence, CHS is uniquely qualified to offer a strong value proposition to customers who are looking to outsource these services. As a private company, CHS has been able to make enormous investments in human capital. He have added implementation teams, quality teams, technology support teams, and operators at a very aggressive rate. We are unique in that we have built our human capital infrastructure with capacity to onboard large, multi-site clients very effectively. Our operating philosophy is: do it right the first time so that it doesn't need to be fixed later.

LJ: *What innovations are your clients looking for?*

SC: CHS clients are certainly expecting our delivery model to reduce their health care costs by providing more access, not less, and by providing more integrated care as opposed to fragmenting care. They are expecting wireless, paperless onsite medical centers and an improved patient experience. CHS clients are demanding minimal wait times for patients and maximized interaction between providers and patients. They also expect CHS to very actively coordinate care with patients' community health providers. To us, integration means working with the patient's treating physicians and making sure our onsite health providers have all the patients' information at their disposal. Our integrated solution allows our providers to improve their engagement with each patient—and to improve safety.



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LJ: *You have recently launched a new service to clients. Would you give us an overview of the technology?*

SC: Yes, in February 2008, CHS deployed a new technology platform for onsite health centers that is a wireless and paperless, multi-functional solution. Our goal with this technology is to deliver a fully integrated platform that improves the patient experience and patient safety and better allows us to measure provider behavior and report outcomes. The emphasis for CHS on technology has not been building the most complex electronic medical records system on the market, but to focus on coordinating care and providing tools to the providers that better allow them to change patient behavior. And, of course, we have to be able to provide sophisticated clinical and financial reporting related to outcomes.

Basically, the new technology offers highly integrated electronic medical record and enterprise practice management functionality; integration with the customer's health plan and pharmacy benefit management company; lab and other diagnostic interfaces; a patient portal; e-prescribing; provider dispensing; an embedded health risk assessment tool; predictive modeling, and warehousing, data analytics and highly customized reporting. These tools have to identify the employer's disease landscape, they must support the treating providers in a manner that improves the patient-provider interaction, they must improve safety, and they must enable advanced reporting.

LJ: *How has the industry reacted to your new technology platform?*

SC: CHS has had tremendous success in the competitive bidding environment in the past 2 years. Most new customers are pointing to our advanced technology platform and deep management infrastructure as the prime reasons we were selected.

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LJ: What has made you successful?

SC: As a privately held company and the largest independent provider in the onsite health care industry, CHS has had the freedom to take a very long-term view of the market and invest accordingly. This long view, coupled with our private capital structure, has allowed CHS to deploy capital for which it may take an extended period of time to see returns. This is our advantage over public companies, which have to report earning every quarter, and smaller companies that don't have the resources to finance growth. It allows us to make investments in technology and human capital over a very long time. This ability to improve our delivery model and improve patient and customer satisfaction distinguishes us from competitors, and sets us apart—as does our independence, which is an important factor cited by employers when they select CHS. We are a trusted patient advocate that is not associated with a health plan or retail pharmacy chain.



“ We are a trusted patient advocate.”

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