



Our Approach to Patient Care Ombudsman Role

The role of patient care ombudsman is important to protecting patients during bankruptcy reorganization of a health care provider. As financially distressed healthcare providers try to reduce expenses as they work for a turnaround, monitoring is needed so they do not intentionally or unintentionally compromise patient care or safety by not meeting standards of care or use of low quality supplies and materials for care related procedures. Some of the most challenging issues an ombudsman deals with are related to access to medical records and coordination of transition of care, particularly when practices are liquidated or transferred. In this era of electronic medical records, the retention and access issues become increasingly complex. A thorough understanding of HIPAA regulations is required.

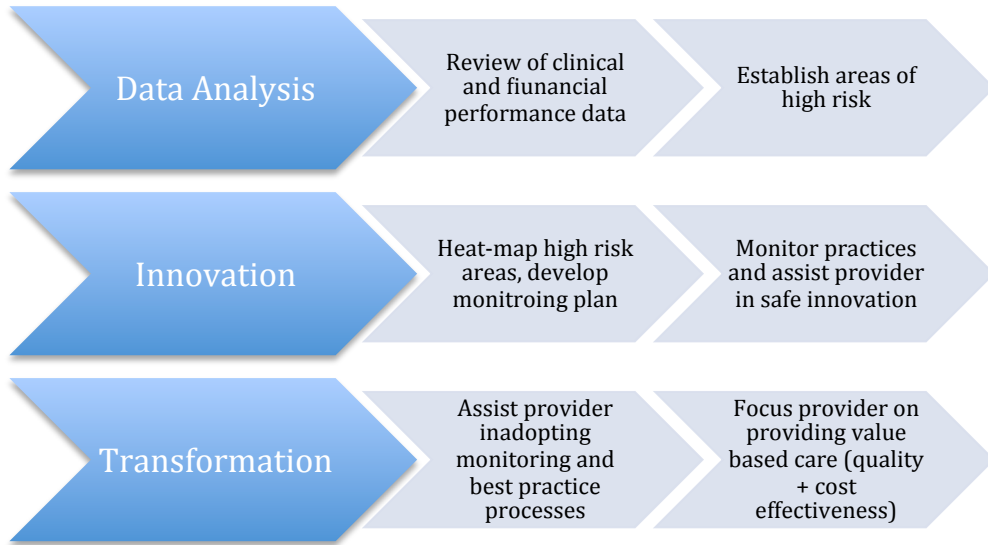
The bankruptcy court upon recommendation of the United States Trustee makes the appointment of a Patient Care Ombudsman, and approves the fees for services.

Bankruptcy Cases for Which Joseph Tomaino has been Appointed Patient Care Ombudsman

Access Medical Group, PC. 08-23175
Ifoema Ezekwo, MD 08-17247
Eric Scott LeBlanc DDS 09-14477
Marlboro Physical Therapy PA 09-40605
Mystic Island Pediatrics PA 09-40605
Oral and Maxillofacial Prosthodontics PA 08-19952

Our approach to Patient Care Ombudsman engagements follows our consulting formula of data analysis, innovation, and transformation.

- **Step 1** involves collecting clinical and financial performance data and identifying potential areas of risk for patient care and safety; information is sought from employees of the provider as well as consumers; information on how to contact the ombudsman is posted in the provider organization, and any complaints are investigated.
- **Step 2** involves heat mapping of high-risk care delivery processes and developing a monitoring plan. This is done in collaboration with the provider in bankruptcy to engage them in the process and help them identify appropriate innovative strategies for reducing costs and increasing revenue while not affecting patient care. A report of the monitoring activity is made to the bankruptcy court every 60 days.
- **Step 3** involves helping to transform the organization in order to ensure continued success. This is accomplished by working with them to adopt the monitoring and innovative processes into their ongoing operation as they emerge from bankruptcy.



Joseph Tomaino, Managing Director

As a chief executive officer, chief nursing officer, consultant, and educator, Joseph Tomaino has worked with provider organizations and payers across the United States as an architect of value based care—improving clinical effectiveness along with efficient use of resources. Tomaino uses data to understand populations being served and the effectiveness of organizations, then applies



innovative design of structures and programs to improve their performance, and finally helps them to transform themselves to operate successfully in managed care and accountable care reimbursement environments. This process involves both improving the current portfolio of the organization, eliminating those programs that do not add value under accountable care, and adding or acquiring programs, which address unmet needs.

In addition to his employed roles, Tomaino has served on the board of directors of Westchester Medical Center, a tertiary academic medical center, and of HEALTHIX, a regional health information exchange. He also served on the executive management committee of Long Island Health Network, a clinically integrated multi-hospital network.

Tomaino holds a Masters of Science degree in nursing administration from College of New Rochelle, a Bachelors of Science in Nursing Degree from the Catholic University of America. He has served on the graduate faculty of Pace University, The College of New Rochelle, and Columbia University where he also served as Assistant Dean of the School of Nursing

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