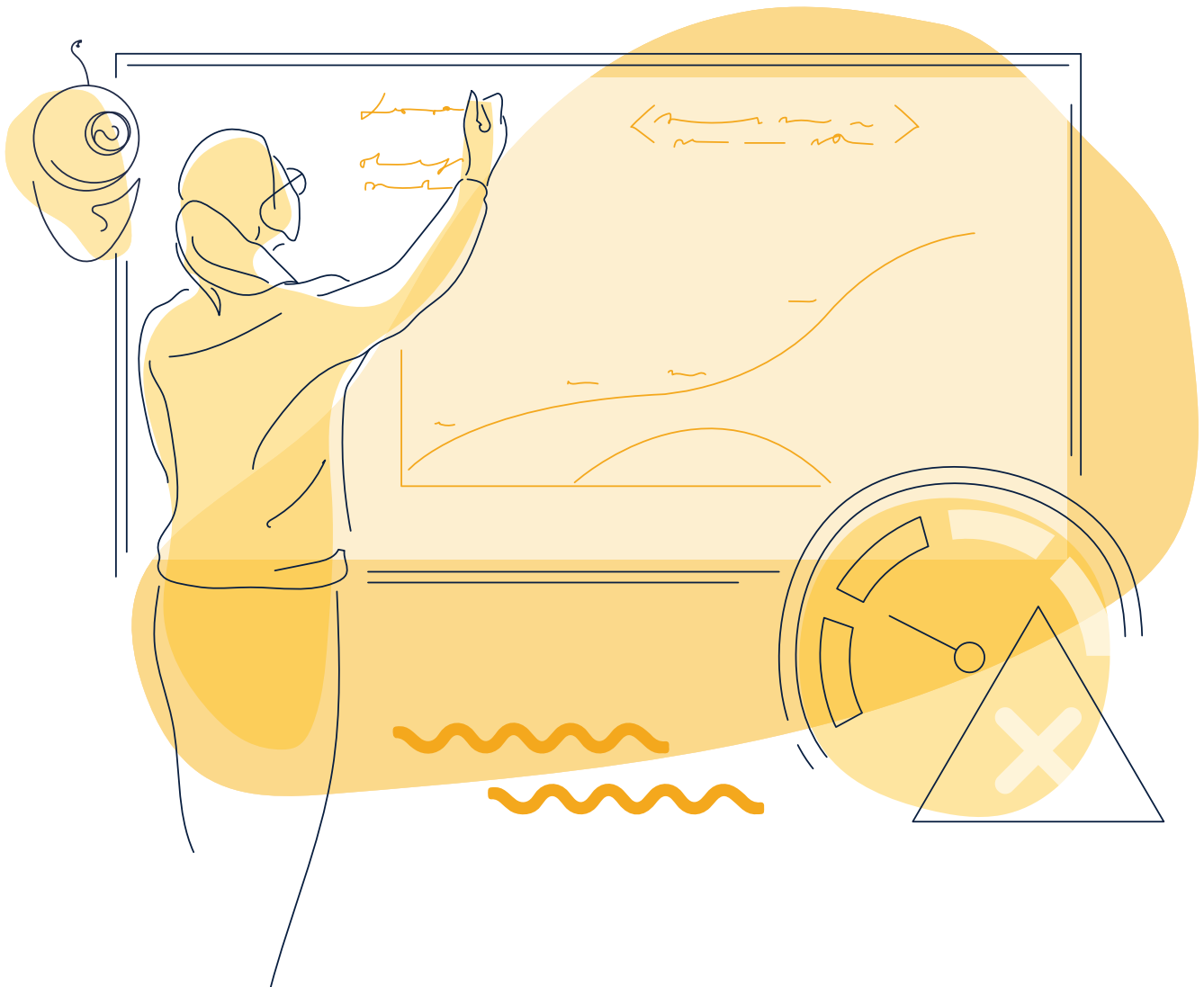


Return on risk 2021



Client's journey, our mission

A transformational vision requires a transformational approach

Crowe understands that receiving a return from the use of limited resources is imperative in achieving strategic objectives. Success can be found when internal audit efforts are aligned with the business's goals and objectives. A competitive advantage can be gained from a discipline that validates current performance and identifies potential risks or performance gaps associated with the path forward.



Return on risk

Healthcare organizations are experiencing an array of new risks emerging out of an increasingly complex healthcare environment.

Consequently, organizations and their internal auditors must evolve to keep pace with new risks that could permanently change healthcare. Crowe focuses on risks aligned with our clients' strategic and operational objectives. Healthcare internal auditors are ideally positioned to help their organizations navigate and mitigate new risks. To do so successfully, the risk program needs to support traditional internal audit approaches with more modern processes designed to integrate professional expertise and technology. As a result, the program can efficiently and effectively cover more ground in day-to-day projects.

Our deep specialization allows us to align the right talent and technology to deliver measurable value to our clients.

We optimize our services and gain efficiencies by transforming a traditional manual internal audit and assessment approach into a technology-driven, data-first approach that generates information that can help accelerate the internal audit process.





Our approach

A more modern internal audit approach uses data analytics, allowing organizations to target their critical risk areas and identify opportunities for process improvement.

Using full data sets specific to healthcare offers these benefits:



Streamline the risk identification process, enabling the organization to focus on and, when possible, quantify the most important risks.



Create validated risk baselines and benchmarks of the current state.



Facilitate acceleration or elimination of manual audit steps.



Enable continual monitoring of newly implemented processes designed to mitigate identified risks.



We deliver healthcare-specific technology to our clients to help enhance their internal audit capabilities. We balance that technology with the right human capital.

Accelerators

In an industry that is revolutionizing digitally, our goal is to provide a solution with the right mix of people-led services and digital capabilities that can be used by on-premises or remote workforces. Our approach empowers our clients to advance their risk management and enterprise performance.

The Crowe technology-enabled approach to risk assessment and internal audit execution derives from a deep understanding of our clients' goals and objectives, which we align with the focus needed to identify and monitor the associated risks or gaps in expected performance targets.

As hospitals and health systems become more complex and risk scaled, the traditional manual risk assessment and gap identification processes based on industry risk lists and sample testing fall short. Our technology-enabled approach can help the internal auditor to improve efficiency and effectiveness, driven by the appropriate use of data and technology, which we call accelerators. This objective-focused internal audit approach enables Crowe specialists and your own staff members to concentrate on the most impactful risk areas.

Benefits of using accelerators

Accelerators are proprietary Crowe automated analytics, control testing, and active monitoring software that use client data. They enable auditors to work more efficiently while also providing more insight to management by analyzing full data sets throughout the process.

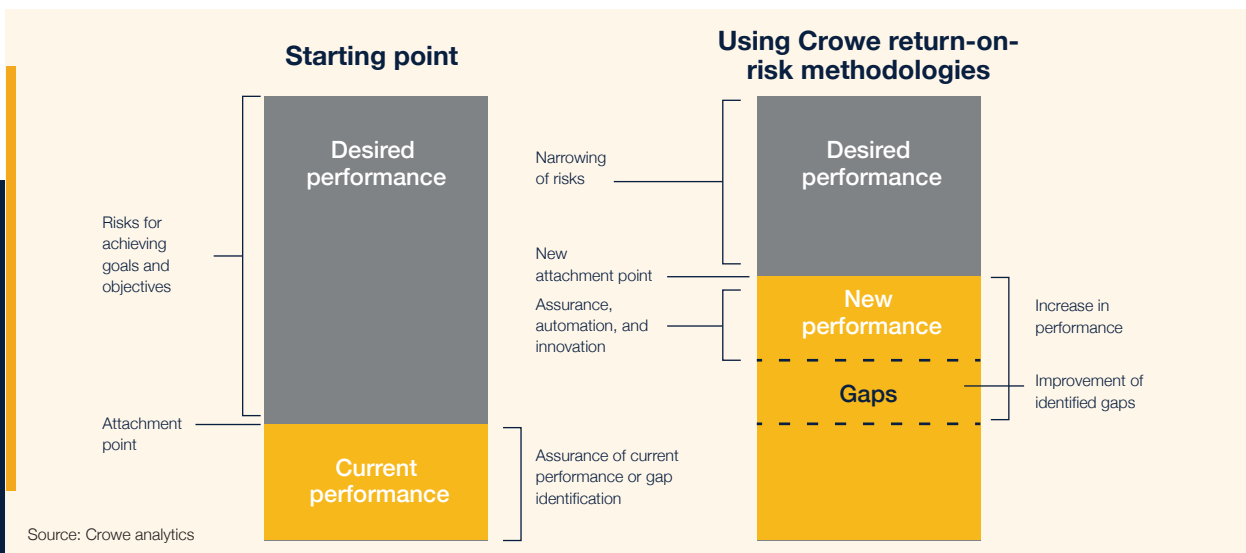
- Better risk coverage**
- Increased capabilities and competencies through standardization**
- Speedier processes**
- Crowe support through healthcare industry expertise**

Goal-inspired transformation

Our approach focuses on giving our clients a return on the investment that they are making to operate internal audit and compliance functions. The next generation of strategic risk assessment and performance monitoring includes positioning our clients to achieve a return on risk based on their aspirations.

The return-on-risk model starts with the organization's specific goals and objectives and its desired performance targets. Internal audit and compliance methodologies are deployed to test the current performance and verify whether it matches what the organization believes it is. This activity creates a baseline of current performance and reveals the starting point for bridging the gap between actual performance and where the organization wants to be – the attachment point. We use agile approaches with the client to initiate the right monitoring of routine processes or to assess the impact of iterative improvement initiatives deployed. As the organization becomes better at mitigating risks, it can perform better, can decrease risks associated with achieving goals and objectives, and can create a competitive advantage.

This approach is intended to be ever evolving and aligned with clients' strategic imperatives. A high-performing risk program focuses on the protection of net revenue, and Crowe is an industry leader when it comes to net revenue. While others are thinking about the future of healthcare risk and how to transform professional services with software solutions driven by strategic platforms, Crowe is already embracing the future. Our ability to use our clients' data to accelerate and continually enhance manual processes is transforming risk programs to be more effective and efficient. Clients can gain value from improving risk coverage as a result of our return-on-risk approach.





Value of the return-on-risk methodology

Crowe is transitioning from the traditional project-based internal audit services model to a model that helps internal audit professionals practice at the top of their expertise. Risk programs focused on return on risk and led and staffed by a core group of professionals with the right capabilities and competencies can be an indispensable corporate resource for the organization and can be accomplished with the client's own team or supported by a Crowe team.

We see internal audit as a new world that combines the full power of technology with the unique genius of the human mind to deliver a forward-looking, predictive, value-add service that's tailored to each individual organization.



Crowe Audivate® user platform community — Harness the power of our network.



Audit accelerators — Speed up processes and make better use of human experience.



Full data sets — Increase confidence and value with a full view of potential risks.



Knowledge base — Take advantage of our experience and expertise.

We understand that our clients' strategic objectives are foundational to operations and a priority when providing care and services. Crowe views technology as essential to the risk mitigation process and as a fundamental tool for helping our clients meet their business objectives.

A model that creates lasting value

We use our risk strategies, knowledge, and methodologies, as well as technology and frameworks, to support our clients' internal audit teams' successful and efficient operation. Our advanced capabilities and competencies can help clients maximize risk coverage.

- Migrating from a manual internal audit model to one that values efficiencies gained from advanced analytics and innovations that accelerate and transform these same audit steps
- Maximizing the knowledge base, workflows, and reporting capabilities of our proven healthcare-specific Crowe Audivate solution
- Providing ongoing support to the client team through our return-on-risk internal audit framework
- Delivering value to clients with accelerators, which results in a team that is enabled to do more with less
- Supporting the flexibility of outsourced or co-sourced models that afford clients access to the right expertise for the specific project or task



Conventional methodologies

- Conventional risk prioritization
- Manual data collection and point-in-time testing
- Limited data sets
- Risk assessment not tied to key performance indicators



Value of the Crowe methodology

- Accelerated manual processes
- Real-time full data sets to facilitate baseline to ongoing monitoring
- Knowledge tools and workflows
- Increased capabilities and competencies through standardization
- Fewer hours to complete audits
- Centralized operations with 100% remote workforce capability
- Interoperability among systems
- Crowe support through healthcare industry expertise

We are confident that shifting from manual to technology-driven risk program models can help organizations achieve better results aligned with their greatest needs.

We recognize that the transition from manual processes to technology-driven methodologies must be customized to align with each client's goals and objectives.

That said, a movement toward standardization, centralization, and transformation is a mainstay in the healthcare industry. Success can be gained from achieving the right balance together.





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