



ARTICLE

Converting Venues into Healthcare Facilities in the Midst of COVID-19

FTI Consulting's Support of Federal, State, and Local Governments

At a time when the news is dominated with uncertainty and distress, it is uplifting to see collaboration among federal, state, and local government, the private sector, and our health systems to overcome the current shortage of badly needed healthcare capacity – by working together to build new facilities or converting public or private venues into healthcare facilities.

While this sort of collaboration isn't novel, the current crisis brings with it a level of urgency as well as regulatory and operational risks that relate to the manner in which new healthcare facilities are designed and built and the manner in which public or private venues are converted into healthcare facilities.

The regulatory standards and complexities that apply to healthcare facilities are very different than those which apply to private or public non-healthcare venues. Complicating matters further is the fact that these converted healthcare facilities will now need to engage with new political and regulatory stakeholders. Successfully navigating these complexities in the necessary expedited fashion increases the need to develop a pragmatic lens from which to evaluate them and then to work through them – with regard to both the construction and healthcare specific aspects.

FTI Consulting's Construction Solutions and Health Solutions practices support the effort to address the current shortage of healthcare capacity throughout the entire project lifecycle or by supporting specific stages within:

Executive Management / Venue Oversight / Project Management

Assess and Plan

Design, Build and Convert

Audit and Monitor

Cost Recovery

Post Covid-19

Construction Support

- **Venue assessment.** Assessment of current venue / facility capabilities with regard to surge and capacity management.
- **Oversight.** Support clients in adapting their facilities to accommodate urgent patient capacity needs.
- **Management.** Interim management, oversight, and project management with regard to venue conversion.
- **Auditing and Monitoring.** Auditing and monitoring flow of funds from receipt through spend through reimbursement – including third-party contracts and contractual performance.
- **Capital Projects.** Ongoing support to continue to right-size capital projects and better position existing facilities.
- **Cost Accounting.** Assist venues with regard to their partnership with surrounding healthcare systems and providers regarding construction costs.
- **Cost Tracking.** Develop and manage cost tracking structures for construction or conversion-related projects.
- **Risk Management.** Identify, quantify, mitigate and monitor the risks inherent to converting venues.
- **Dispute Resolution.** Provide support with regard to assessing and helping resolve claims related to delays, damages, labor productivity, etc.

Healthcare Support

- **Interactions with Healthcare Professionals.** Assist clients with ensuring that interactions between pharmaceutical and medical device sales representatives or distributors and venue agents are in compliance with legal and regulatory requirements.
- **Emergency Preparedness.** Assist venues and healthcare facilities with regard to levels of preparedness and departmental surge capacity planning.
- **Cost Recovery.** Analyze Federal and State Emergency Declarations to help clients understand opportunities for hospitals and healthcare facilities to recuperate cost related to COVID-19 response.
- **Reimbursement Monitoring.** Monitor CMS and other policy changes related to financial reimbursement, specifically related to stimulus packages, and the guidance necessary to ensure maximum reimbursement.
- **Telehealth.** Assist clients with developing and implementing efficient systems and capacity for telehealth.
- **Revenue Tracking.** Assist clients with understanding and appropriately tracking revenue impacts. (i.e., deferred elective surgeries).
- **Mergers and Acquisitions.** Assist clients with regard to future potential M&A activity.
- **Restructuring.** Assist clients with regard to potential future financial or operational restructuring.

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