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### Operations, Compliance, & Leadership in DME at DASCO

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## Andrew Caddas

### Masters of Allied Health: Healthcare Administration

#### Introduction

The practicum experience was completed with DASCO H.M.E., LLC primarily in their corporate office from August through November 2022. I worked with Ann Cornelius, VP of Operations, to learn more about the industry and the role of home medical equipment in patient care.

The areas of focus included:

- Sales & Business Development
- Compliance
- Branch Operations
- Supply Chain

1. Gather a better understanding of the DASCO sales process and how it leads to new business developments.
2. Aid in the evaluation of profit margins through the DASCO sales dashboard, making recommendations for increased revenue.
3. Understand the major challenges DASCO faces when sourcing supplies and help develop tools to increase supply chain efficiency.
4. Learn about the accreditation process for Joint Commission and Medicare guidelines.
5. Utilize key performance indicators to evaluate the financial health of DASCO branch operations.

#### Experiences

##### Sales

DASCO classifies sales under the leadership of Operations. This allows the sales team to collaborate effectively with the branches and keeps the direction of the business more uniform under one roof. Sales can be broken down into two main categories:

- Business Development
- Account Executives

##### Business Development

- Weekly meetings to discuss new acquisitions and partnerships
- MD Anderson Cancer Center partnership & travel opportunity

##### Compliance

The two accreditations that DASCO holds are from The Joint Commission and Medicare. Both require a company's locations to adhere to specific guidelines that are checked through audits and inspections. DASCO Regional Managers conduct their own audits and inspections quarterly.

##### Branch Operations

Each branch services a specified area determined by zip code location. These branches are evaluated by a monthly Key Performance Indicator (KPI) report. The focus for the KPI report is as follows:

- Revenue
- Year-to-Date (YTD) Revenue
- AutoPay %
- Oxygen Patients
- NIV Patients

##### Supply chain

DASCO operations rely on an efficient supply chain to source and provide products to branches, hospitals, referral sources, and walk-in customers. Since the pandemic, tracking the number of Covid-19 oxygen setups per week has allowed the purchasing team to anticipate vendor shortages and gauge times to increase procurement. Various vendor and manufacturer recalls have produced issues with acquiring units and equipment from other sources as demand increases across the industry.

#### Activities

1. Recurring meetings with the Business Development team, Regional Sales directors, and Executive and Regional Operations Managers.
2. Monthly branch meetings
3. Account Executive interviews and ride-along
4. 1-on-1 Interview with Jill Cisco, Regional Sales Director (West).
5. Servant Leadership weekly touch base w/ Ann
6. Covid O2 weekly reporting
7. Shadowing Purchasing team
8. MD Anderson/Houston, TX

#### Goal Achievement

1. Participation in the sales ride-along and business development meetings provided an understanding of the big-picture sales process and how DASCO gains new referral sources.
2. Utilization of the Sales Dashboard to evaluate trends in Oxygen, PAP, and NIV referrals to pinpoint key sources of revenue.
3. Evaluation of the number of weekly Covid-19 oxygen setups across all branches to make recommendations for inventory purchasing.
4. Engaging in a branch audit demonstrated the need for compliance with inspection guidelines.
5. Viewing of company financial statements and monthly breakdown of KPIs through the ONE Report.