

CASE STUDIES

REGULATORY ISSUES



Specialty Health Clinic Shutdown Requires Measured Response

PROBLEM: A national for-profit dialysis company faced the closure of one of its clinics by regulators in New York City. The center treated predominantly African-American and Hispanic patients from all surrounding boroughs, many of whom were covered by Medicaid. Revive helped the company navigate intricate legal and regulatory issues, managing a situation where the joint operator of the clinic was uncooperative. The potential for a media crisis and a community storm of outrage was significant.

STRATEGY: Revive planned the company's response to the closure announcement. The law required that state health authorities send more than 650 notices to patients about the clinic's quality issues and possible exposure to HIV, hepatitis, and other bloodborne pathogens. Company officials were prepared to respond to media and public inquiries, and the transition of patient care was carefully communicated and explained.

RESULTS: The company demonstrated responsible, thoughtful handling of the crisis. Despite the risks and potential for major negative impact, the media buzz was minimized and the client avoided any significant damage to its reputation. The stock price was unaffected by the issue, and all the center's patients were successfully moved to other centers owned by the company. Since patients with private insurance are the key to any center's profitability, this was a major accomplishment.

