# Digital Transformation
## Readiness Checklist

forvis mazars

### Check any statements that feel familiar within your organization:

### Close & Reporting

- ☐ Billing cycles feel slow and manual, with delays or inconsistencies impacting cash flow predictability.
- ☐ Month-end close processes are stressful or consistently delayed, often driven by manual consolidations or inconsistent reporting formats.
- ☐ Leadership relies on emailed spreadsheets or delayed reporting summaries, limiting real-time visibility into key performance metrics.

### Processes & Consistency

- ☐ Finance and operational processes are not consistently documented across facilities.
- ☐ Financial data is not reconciled in a consistent manner across all locations or service lines.
- ☐ Facilities submit financial or operational data in different formats, creating delays and limiting timely decision making.
- ☐ Temporary workarounds have become permanent components of the process.

### Manual Work & System Gaps

- ☐ Excel serves as the backbone for reconciliation and reporting, bridging gaps between systems.
- ☐ Accounts payable invoices are manually keyed into multiple systems.
- ☐ Paper checks are issued frequently or outside of a standardized process.
- ☐ Numerous manual journal entries, imports, or off-system adjustments are required each month.
- ☐ Systems such as EMR, billing, and financial reporting are not fully integrated and require manual intervention.

### Controls, Accuracy, & Audit Readiness

- ☐ Bank reconciliations are performed manually, resulting in inaccuracies such as unposted deposits, unrecorded NSF activity, cleared items that remain outstanding, or adjustments made to force reconciliation.
- ☐ Reports are not fully trusted without additional manual review, often due to reconciliation inconsistencies or unresolved discrepancies.
- ☐ Audit and cost report support is often assembled at the last minute or scattered across systems.

### Decision Making & Operational Impact

- ☐ Technology decisions are being driven by tools rather than solving underlying operational pain points.







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### Scoring Your Results

Assign 1 point for each item checked. Total your score and review the guidance below.

#### 0–4 Points: Stable With Targeted Opportunities

Your processes appear generally stable, with select inefficiencies. While not urgent, addressing these areas can improve efficiency, visibility, and scalability over time.

#### 5–9 Points: Emerging Strain

Your responses suggest growing operational and financial friction. Inconsistencies, manual processes, or delayed reporting may be limiting decision making and efficiency. A structured assessment could drive meaningful improvements.

#### 10+ Points: Transformation Likely Needed

Your results indicate significant strain across finance and operational processes. These challenges may be impacting performance, cash flow predictability, and reporting accuracy. A broad transformation is likely needed to support growth and improve outcomes.

### Next Steps

Organizations in the mid-to-upper ranges often benefit from a focused assessment to help identify process gaps, standardize workflows, and align technology with operational goals.  Responses to these questions should be viewed holistically. A higher score often points to:

- Process redesign and standardization
- Technology enablement and automation
- Opportunities for outsourced or co-sourced accounting support
- Enhanced internal controls and segregation of duties





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