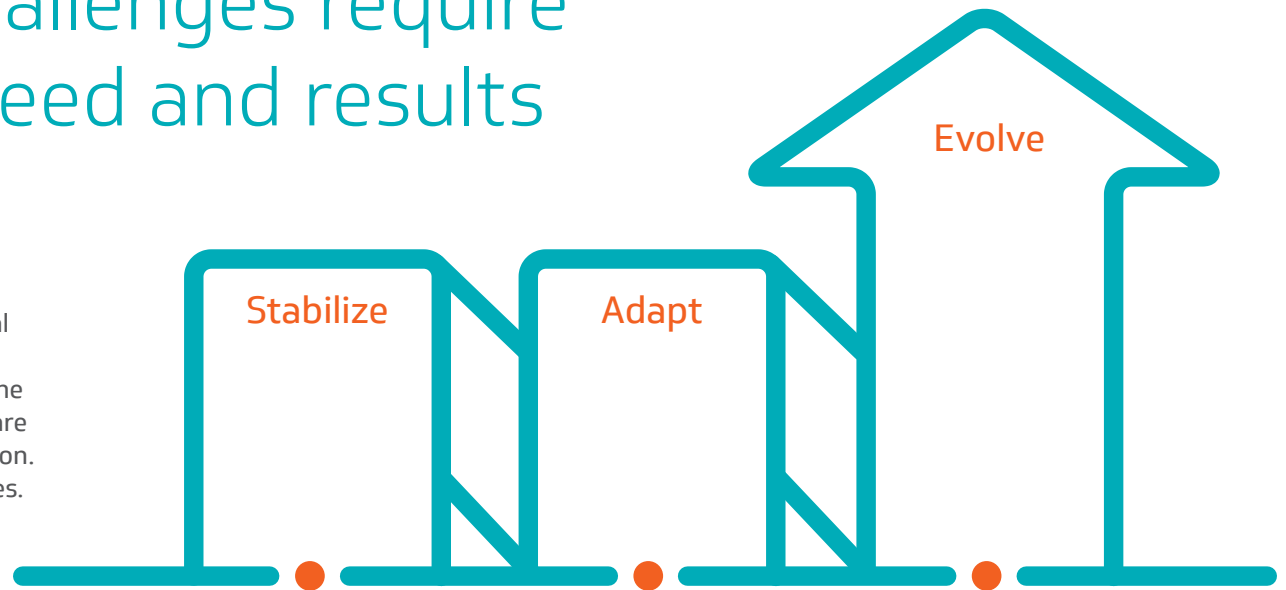


Unprecedented challenges require unprecedented speed and results

Build the future of health care

The COVID-19 pandemic created an unexpected financial crisis, presenting our members with the complexity of adjusting their business models to fit a “new normal.” The market dynamics are such that no two health systems are in the same place and there is no one-size-fits-all solution. Future success requires expertise, insights and resources.



Stabilize financials and operations

In the immediate aftermath of a COVID-19 surge, members have several urgent needs. Costs are high, revenue-driving elective procedures have stopped, vulnerabilities in the supply chain have been revealed and there are complex labor challenges.

Adapt to a new market normal quickly

In this altered health care landscape, consumers, providers, payers, suppliers, distributors and government all have changed expectations. Success requires new strategies and new ways of thinking about care delivery, quality, and supply.

Evolve for long-term success

The pandemic has a potential silver lining for hospitals and health systems: It has created a unique opportunity for radical change. Members that seize this opportunity will be able to make changes that can prepare them to advance exponentially.



Stabilize

Reduce costs

- Control labor costs
- Lower supply and service prices
- Manage variation to lower cost

Improve supply chain reliability

- Mitigate supply disruptions
- Ensure current expertise is sufficient to stabilize
- Maximize available supply chain resources from partners

Reignite revenue engine

- Resume nonemergent services
- Expand patient access
- Optimize documentation and coding

Ensure quality

- Reengage patients and families
- Rebuild staff resilience and trust
- Ensure safe care in safe environments
- Redefine and reset priorities and data-driven benchmarks



Adapt

Lower cost base

- Enhance labor practices and procedures
- Expand telehealth utilization
- Streamline real estate and facilities expenses

Cultivate reliability

- Reevaluate your supply chain strategy with the most recent context considered
- Develop and implement more meaningful performance measures that are not related to cost reduction
- Understand the role of new data and insights and their impact on operations

Redesign care delivery

- Build flexible capacity
- Accelerate virtual and digital health
- Optimize high-margin growth
- Assess physician alignment
- Identify adaptive workforce strategies

Mitigate risks

- Build a flexible workforce
- Refine governance and leadership models to accelerate quality improvement
- Develop and implement safety and care protocols based on COVID-19 experience
- Use predictive analytics to identify and prepare for market shifts, new threats and potential supply shortages



Evolve

Improve margin

- Establish adaptive staff models and workforce strategies
- Standardize and streamline inventory
- Optimize purchasing power across the organization

Achieve highly reliable operations

- Consider alternative support models for operational functions, including supply chain
- Expand outside the hospital to formalize a supply-focused, community-based model

Reimagine the system of care

- Evaluate payer strategy
- Pursue new growth opportunities
- Analyze potential merger and acquisition or alliance opportunities
- Evaluate facility design strategy
- Diversify revenue sources

Transform clinical quality

- Redesign and deploy workforce into the newly defined system of care
- Implement evidence-based practices to eliminate unwarranted variation
- Design and implement new sites of care to optimize access and quality
- Accelerate innovation to drive advanced clinical practices



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