



After the Crisis: A Leader's Guide to Financial Recovery

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Housekeeping

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Covid-19 has impacted hospitals and affiliated physicians differently all over the country.

Can you provide some general insight as to how healthcare services were impacted for your hospitals and the surrounding communities?



Polling Question

To what extent has the pandemic affected your job stress?

A

Much more stressful

B

Somewhat more stressful

C

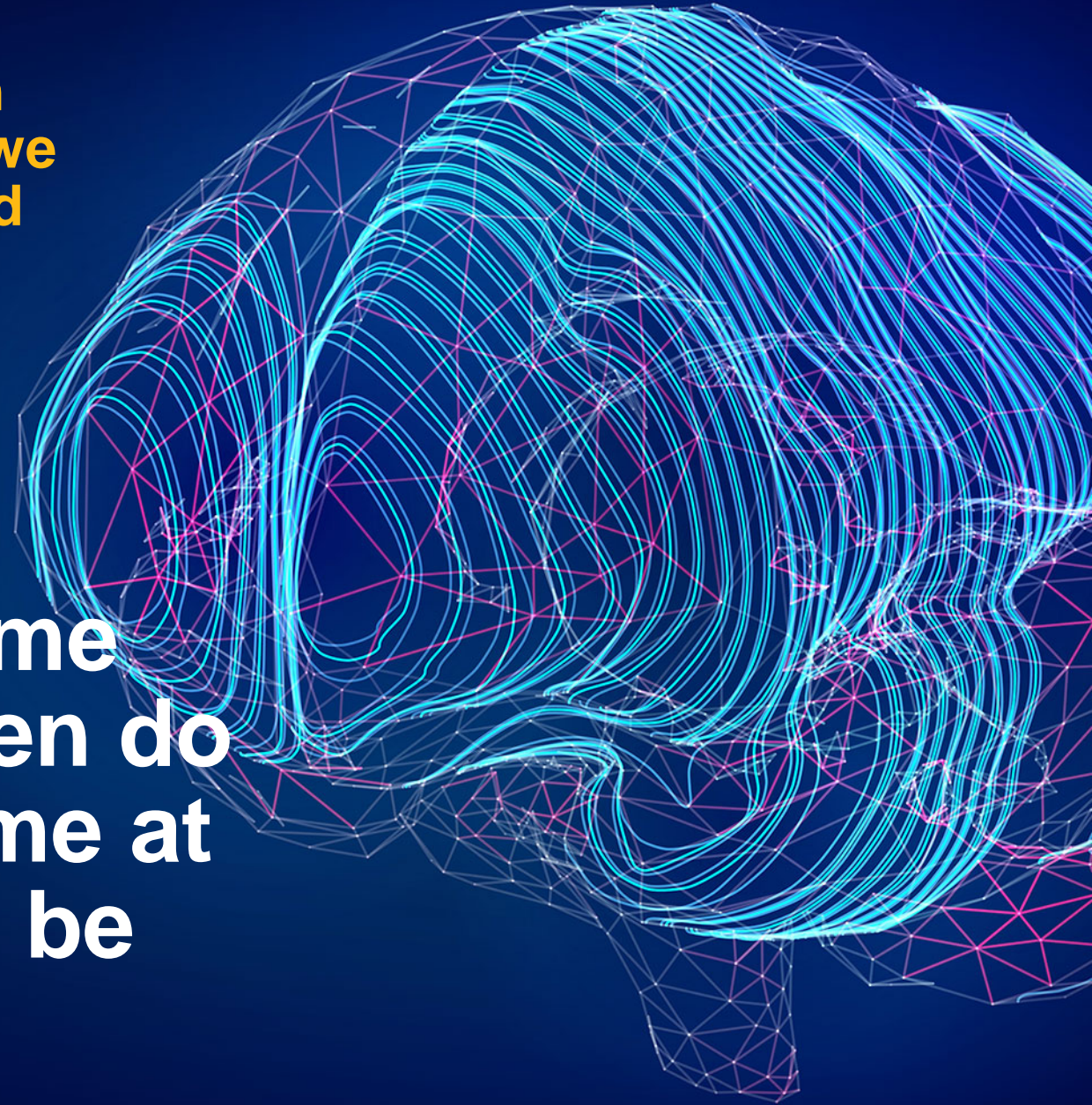
No effect on stress level

D

Less stressful

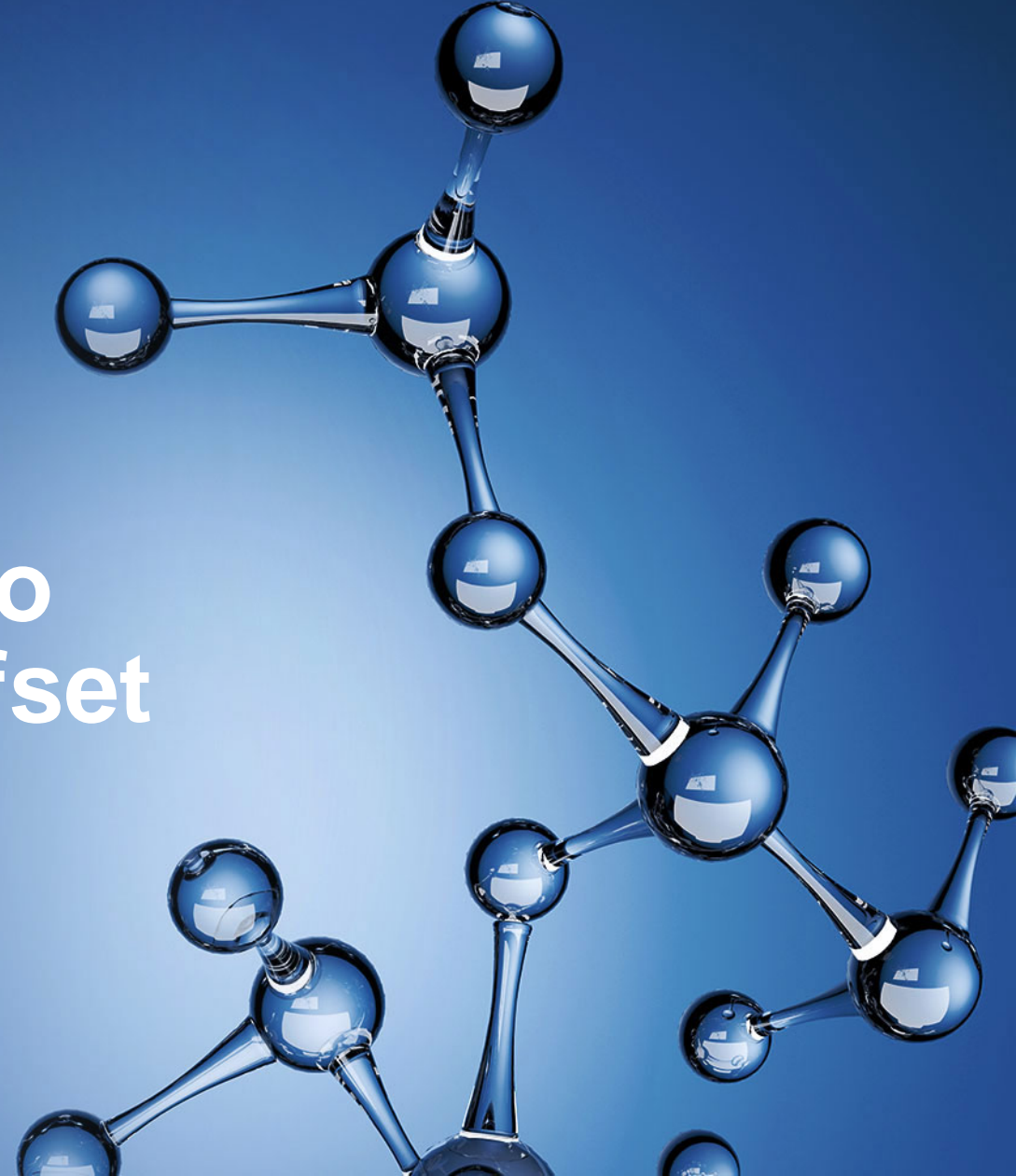
Based on the data that we see from our Revenue Cycle Analytics tool, we see that hospitals have experienced volume growth since mid-May but volumes are still between 5 – 11% lower than pre-COVID.

What has been your experience with volume coming back and when do you expect that volume at pre-COVID levels will be achieved?



The CARES Act had \$175 Billion earmarked for healthcare relief with a large portion going to hospitals for lost revenue and expenses. Recently many hospitals are returning the funds for many different reasons.

Has your organization retained the funds and to what degree did they offset lost revenues and expenses?



Polling Question

Has your organization retained the funds from the CARES Act?

A

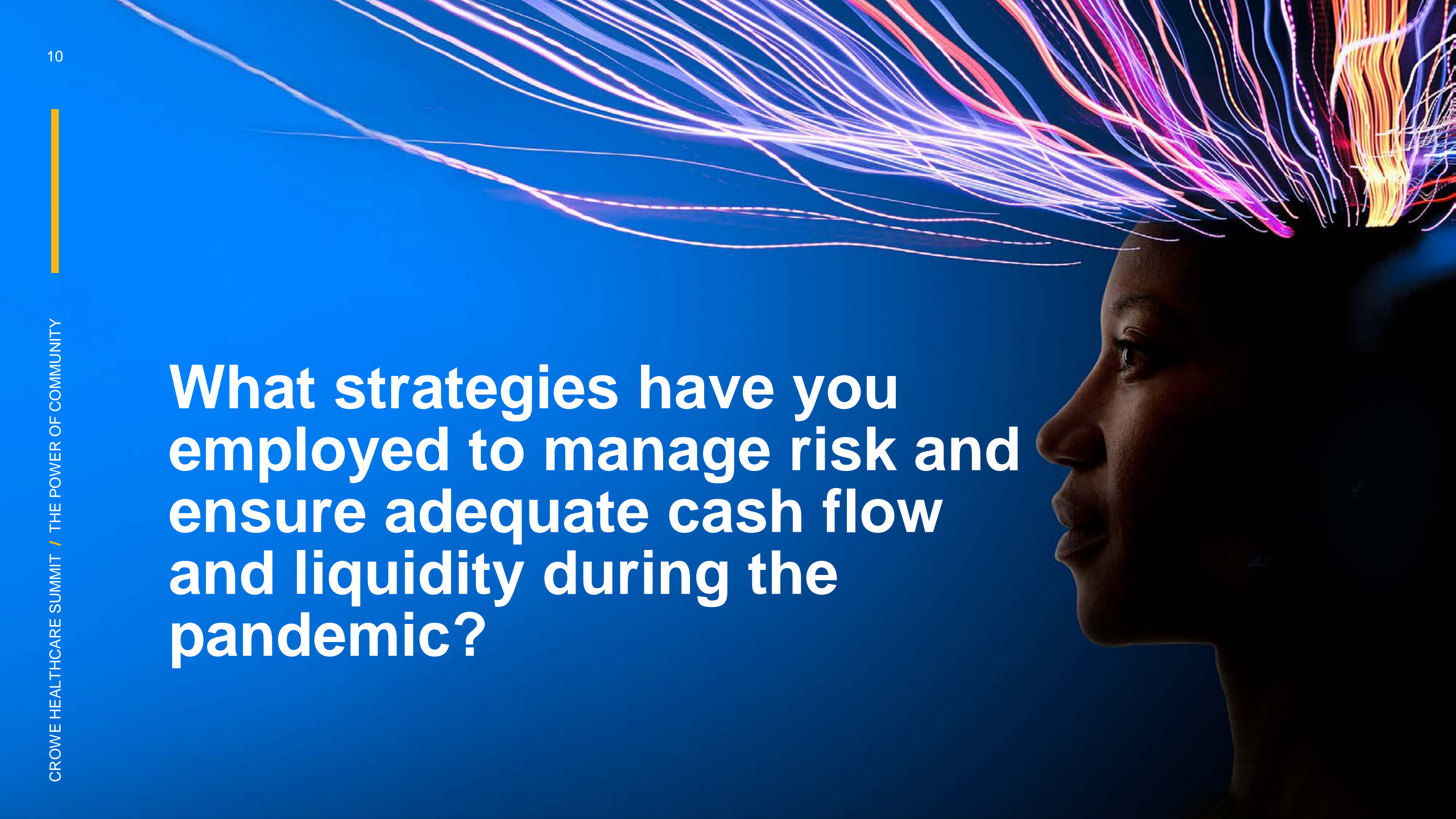
Yes

B

No

C

I'm not sure



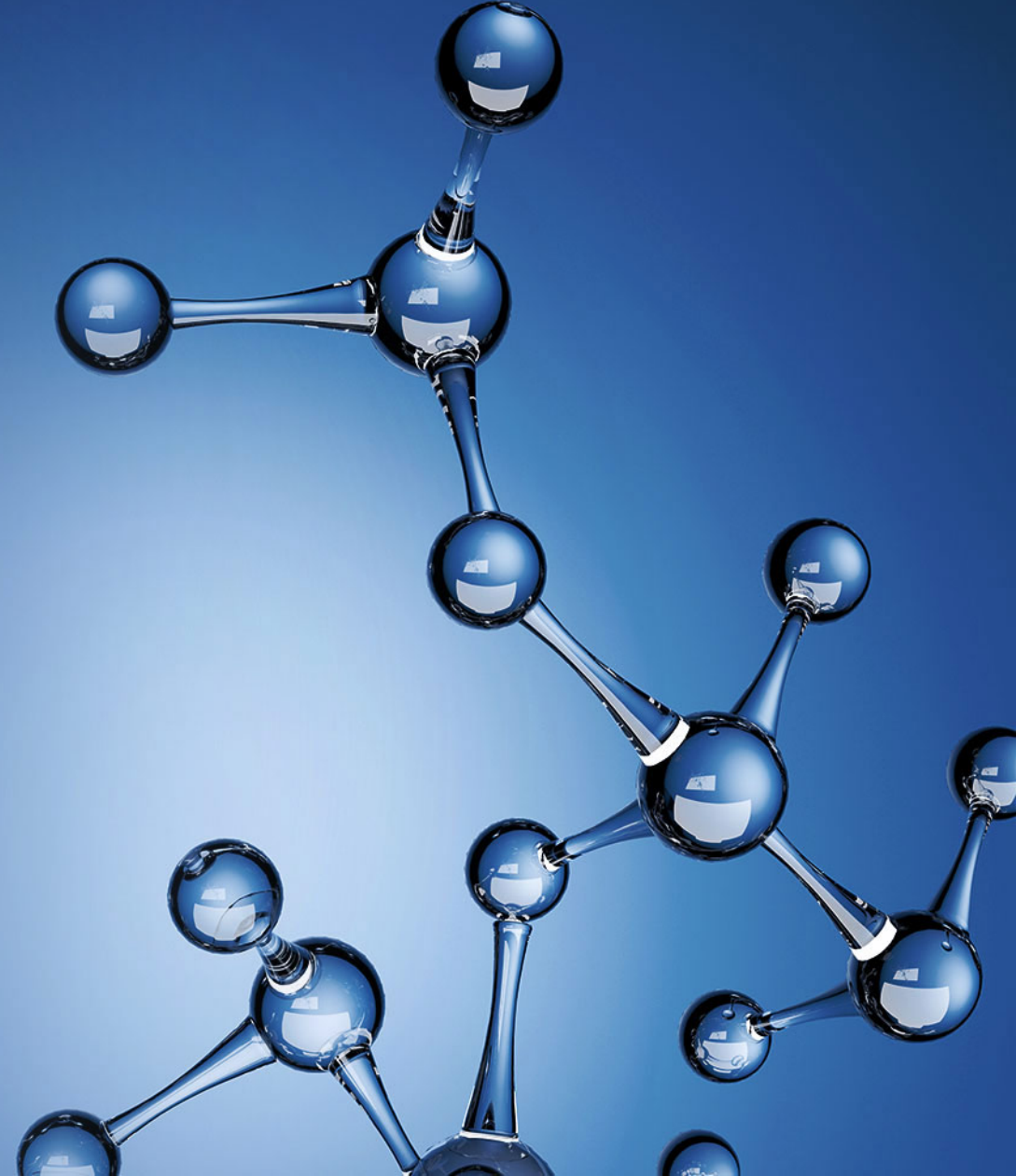
What strategies have you employed to manage risk and ensure adequate cash flow and liquidity during the pandemic?

Many health experts believe that there will be a second surge of COVID in the late fall and early winter.

Is your organization positioned so that it can respond to the surge and still maintain a full surgery schedule and maintain an open ED?



Do you have sufficient supplies of ventilators and PPE and are plans in place to coordinate with other health systems, if necessary, across state lines to ensure protocols are in place for COVID cases?



Polling Question

What is your organization doing to maintain or improve the performance of your department during and after the COVID-10 outbreak?

A

Hiring more or bringing back staff

B

Automating key tasks with technology

C

Outsourcing key functions

D

All of the above

There have been significant changes in the workforce with many healthcare workers furloughed and workers primarily in financial and administrative roles working remotely.

What do you see as the long-term workforce model considering everything we have learned during the pandemic?

Polling Question

How is your organization's workforce currently collaborating?

A

Remote work

B

Back to the office

C

Hybrid schedule

The patient community was confronted with delaying elective procedures and those aged 65 and older were dealing with the fear of contracting the virus, being hospitalized and even death.

What are your organizations doing to let patients know it is safe to come back for needed healthcare services and what has been the outcome?





How are your frontline employees collaborating to promote employee and patient safety from COVID?

Most healthcare organizations have experienced growth in the use of telehealth, so can you describe the telehealth experience for your organization?



Do you believe that the use of telehealth is here for the long-term or just short-term exuberance? If long-term...

...do you anticipate a significant investment in infrastructure to support telehealth? What do you anticipate will happen to infrastructure no longer needed for physical visits?

Have you been implementing any automation of work processes for your finance and revenue cycle team? If so, what have been the areas of emphasis?



Has the process for decision making changed during the pandemic and are you using different communities and groups in those decisions?



Brian Sanderson

Introduced by spinning intro video

Slides coming from Trish Weds. AM

Polling Question

Will hospital patient volumes return to previous levels?

A

Yes, by January 2021

B

Yes, by January 2022

C

Yes, but patient and service mix will change

D

No idea

E

No, it will be at least 5% lower overall

F

No, it will be at least 10% lower overall

G

No, but patient volumes in non-hospital settings will increase

H

It's too volatile to project with any certainty



Your Presenter

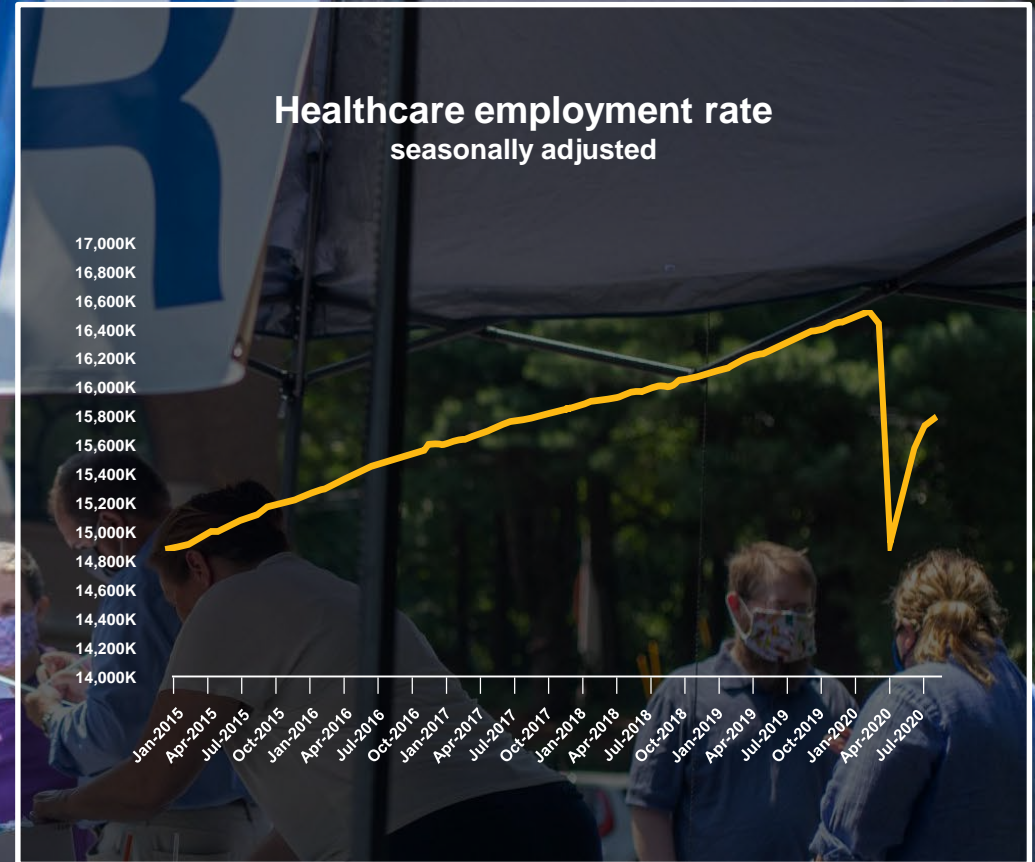
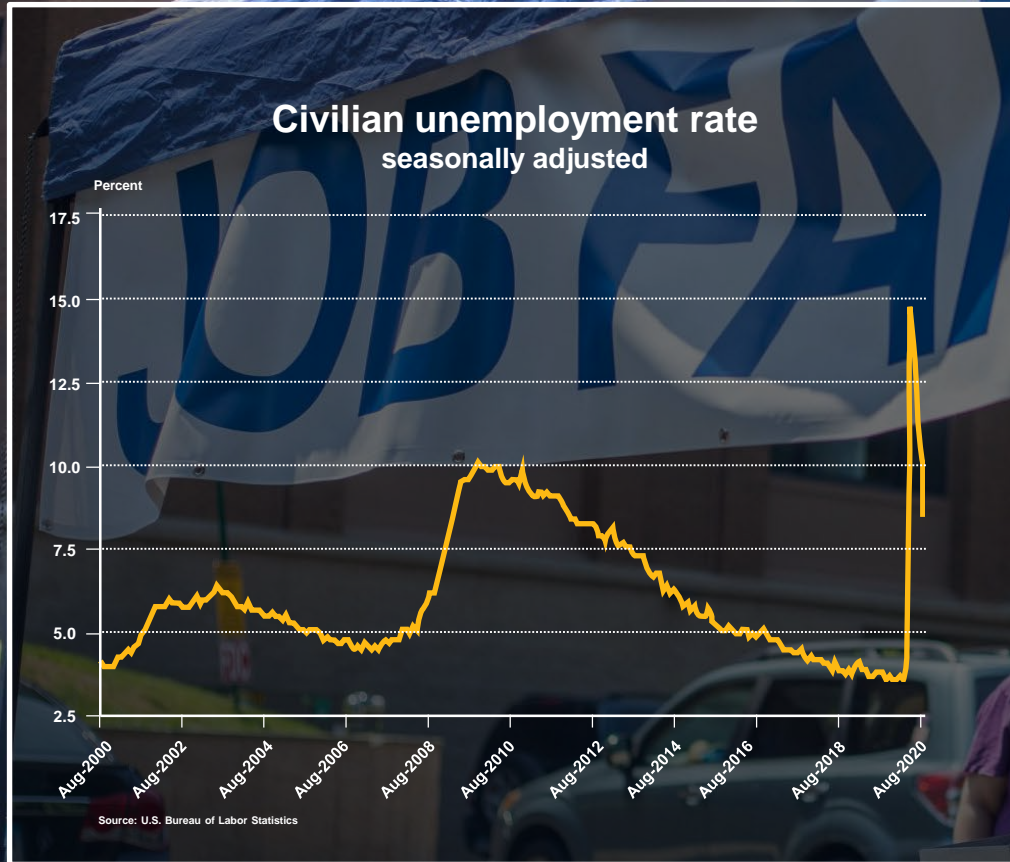
BRIAN SANDERSON

CROWE LLP

Brian is the National Leader of Crowe's Healthcare Industry Vertical (Audit, Tax, Consulting).

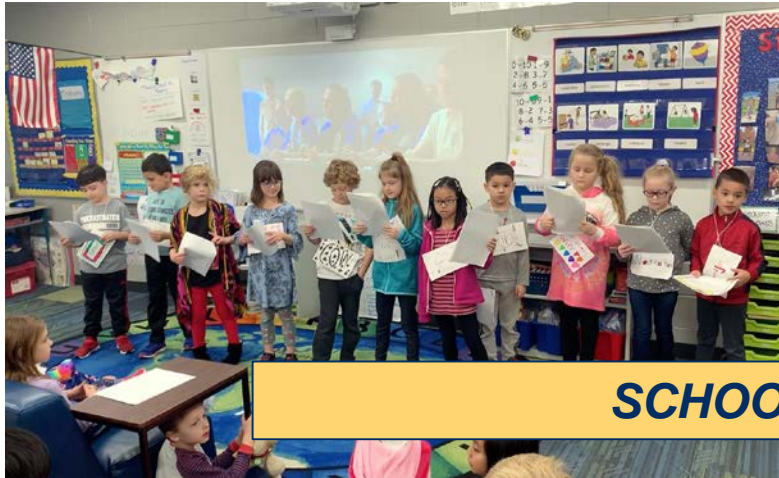
Thinking “Outside In ...”





Unemployment

COVID Implications



SCHOOLS



NURSING HOMES



TRAVEL



SEQUESTERING



Pent up Demand

RESET

THE BASELINE FOR
SUCCESS





HOSPITAL ENTRANCE

Volume impacts & implications

New cost structure

Uncompensated care

Sites of care

“Paying” payor mix

What does this mean for you?

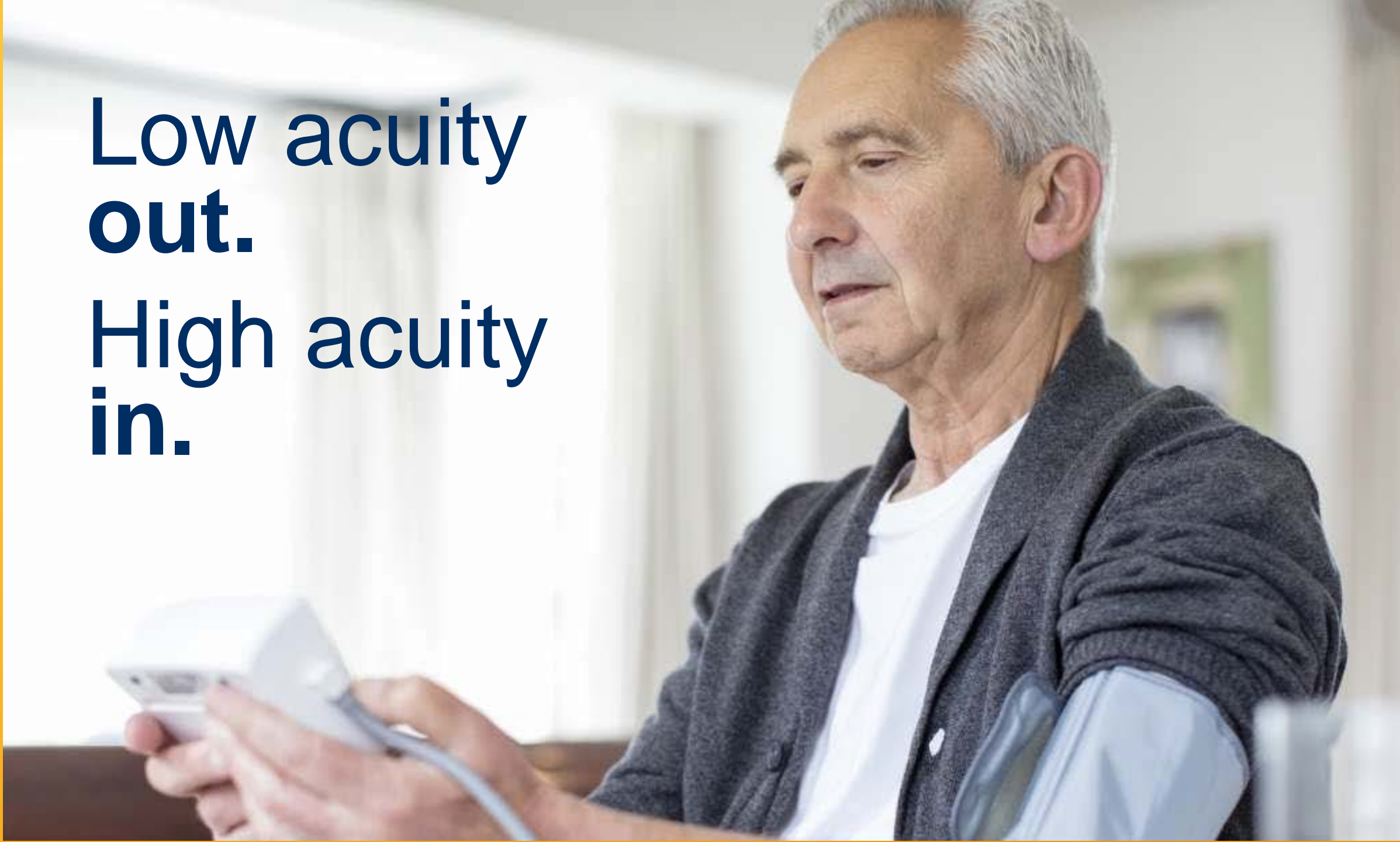


REDEFINE

THE ENVIRONMENT IN
WHICH YOU OPERATE



**Low acuity
out.
High acuity
in.**



Flexible footprints of clinical services or elimination of marginally successful services




Dynamic shift to embrace “digital” – including Intelligent Automation



A photograph of three people in a meeting. A woman with glasses and a plaid shirt is pointing at a computer monitor. Two men, one with glasses and a beard, are looking at the screen. The background is a blurred office setting.

**PRISTINE
Collections.
Yield.
Projections.
Charge capture.**

No room for waste.

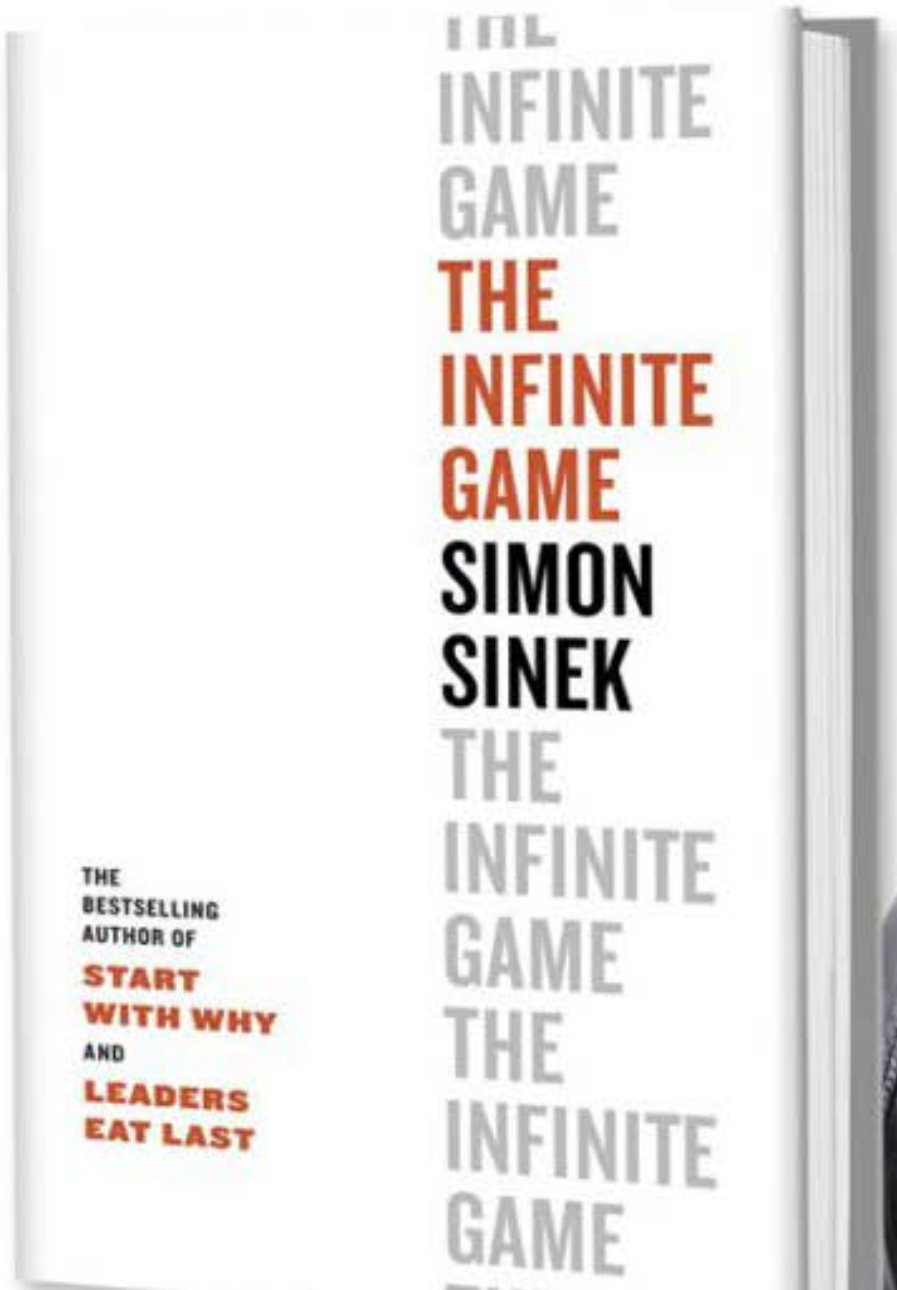
A woman with red hair is looking at a tablet in a city at night. The background is a blurred cityscape with lights. The text "What does this mean for you?" is overlaid on the left side of the image.

What does this mean for you?

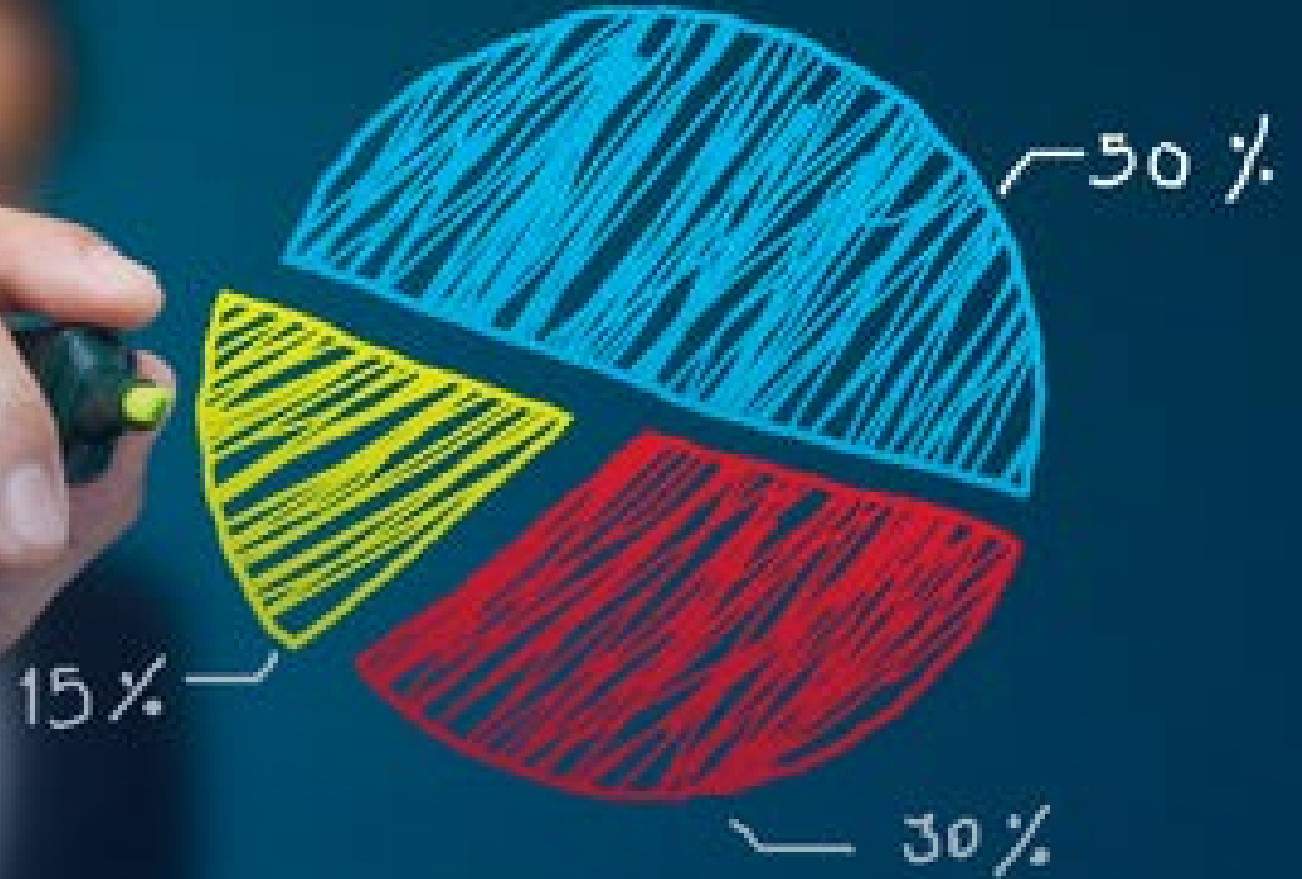
RESURGE

WITH AN “INFINITE”
MINDSET





It's about market share
& market share
capture/retention



Marketing & Brand will double in importance, selling ... clean, easy to access, concierge type assistance, patient experience, comfort.

Think “HOTEL” ...






New organizational alignments with the market.

Think of a health system as a Command Center, not a group of hospitals.

MORE ...

Capitation. Value-based.
Risk arrangements. Health system
insurance products.





What does
this mean for
you?

Summary

Thinking “outside in ...”

RESET the baseline for success

REDEFINE the environment in which you operate

RESURGE with an “infinite” mindset

Polling Question

What will have the greatest impact on future hospital revenue?

A

COVID-19 vaccine

B

Herd Immunity

C

Further telehealth expansion

D

Digital health monitoring in the home

E

At risk (e.g. capitation, value-based) contracts

F

Convincing patients that it's "safe" to return to the hospital

G

Physician cooperation and collaboration

H

Direct-to-consumer marketing



Thank you

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