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2019 Crowe Healthcare Virtual Symposium

Opening CFO Panel Discussion - Managing Multiple Enterprises

February 28, 2019

Dan Carpenter, CFO – UnityPoint Health

Melinda Hancock, CFO – VCU Health System

Housekeeping

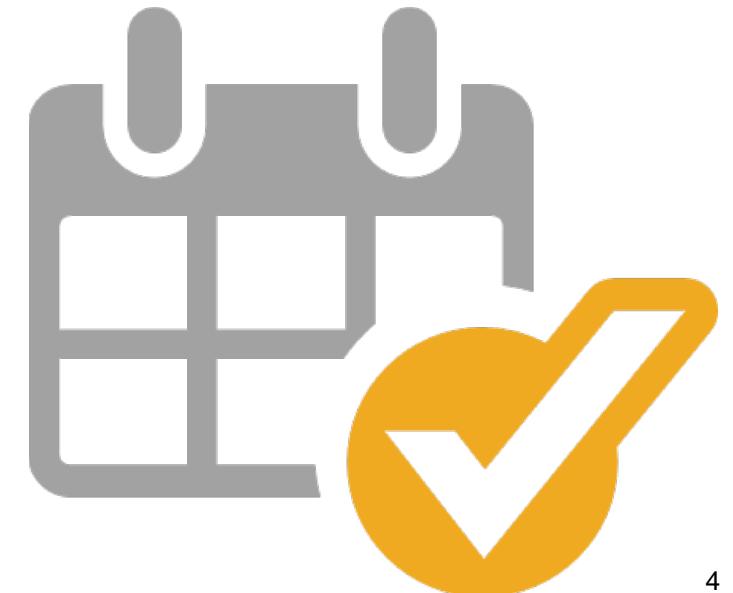
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Agenda

- Industry momentum re: integration, consolidation, etc.
- Market forces regarding ancillary investments that align with organizational strategy
- Operating margin challenges related to multiple enterprises
- How to prepare your career for Healthcare Finance 2.0
- ... and polling questions!



Today's speakers



Dan Carpenter

Senior Vice President, Chief Financial Officer
UnityPoint Health



Facilitation

Brian Sanderson, Crowe LLP
National Managing Principal - Healthcare



Melinda Hancock

Chief Administrative and Financial Officer
VCU Health System



Post-Panel Commentary

Warren Beck, Crowe LLP
Former CFO Vanderbilt Medical Center



Featured Speakers



Dan Carpenter



Melinda Hancock

Polling Question #1

In 10 years from now, do you think a health system will ...

- a) Have a broader continuum of care, with more sites/types of care
- b) Have a similar continuum of care, with the same number of sites/types of care
- c) Have a contracted continuum of care, with fewer sites/types of care
- d) Not sure



Polling Question #2

What do you think will be the biggest challenge facing Finance leadership over the next 5 years?

- a) Maintaining or increasing market share
- b) Maintaining or increasing operating margin
- c) Integrating the financial operations of multiple healthcare entities
- d) Projecting and budgeting financial performance



Polling Question #3

Over the next 5 years, who do you think will be a primary disruptor or competitor to traditional health systems?

- a) Managed care organizations who are acquiring healthcare providers
- b) Private equity groups who are acquiring healthcare providers
- c) Amazon, Google or the like that are entering the healthcare continuum
- d) Someone we aren't even thinking about now



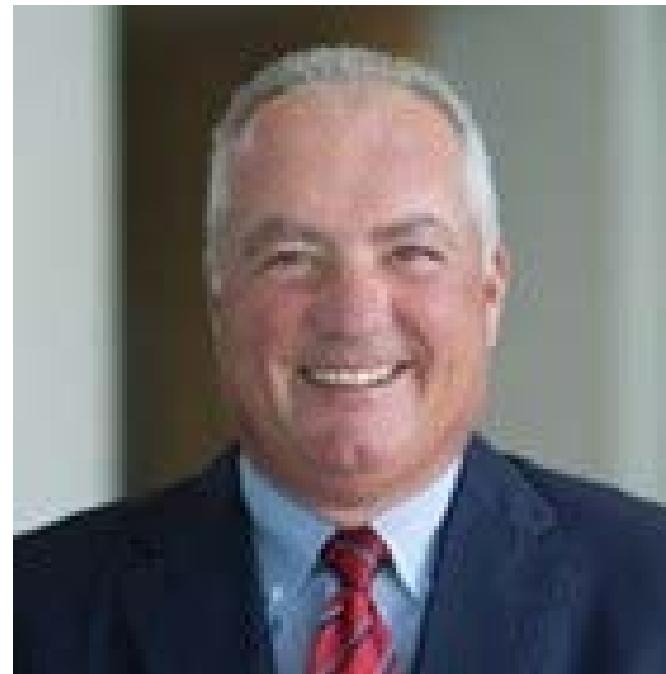
Polling Question #4

How do you think healthcare reimbursement will change over the next 5 years?

- a) More “risk based” or “value based” reimbursement/contracts
- b) More consumer-focused, retail-oriented pricing
- c) More bundled pricing packages by types of service and DRGs
- d) Will not change substantively



Post-Panel Commentary



Warren Beck



Thank you

Brian Sanderson

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