



Healthcare 2021:

Health systems at the crossroads

YOUR PRESENTER



BRIAN
SANDERSON

Crowe LLP

Awarded Consulting Magazine's
"The Top 25 Consultants" in
America (2014)

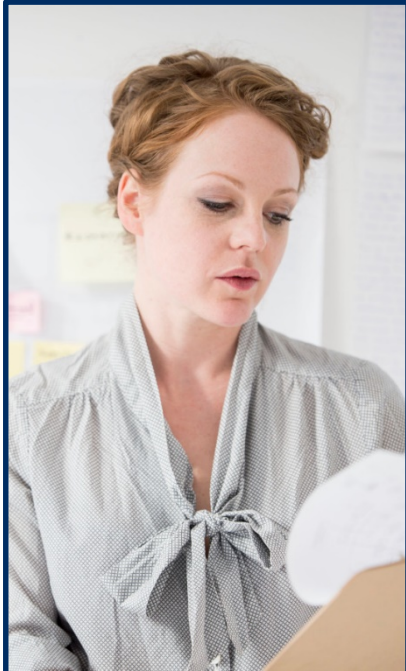
Healthcare To-Market Leader with
specialization in net revenue
improvement and strategy..



Agenda

- Introductions, Context and Considerations
- Crowe's Network Orchestration Initiatives
- The 4 Key Business Model Drivers for Future-State Healthcare





Slightly different portfolio of volume – less ED, more telemedicine, higher case mix.

System financial challenges are more dramatic – cash, cash flow, access to capital.



Labor uncertainties force more dynamic thinking about remote, office, outsourcing.

Patient experience taking on new dimensions – FOGO, safety, convenience.



Trend #1: Executive **sentiment is up across the board** as companies rebound and develop growth strategies. Top concerns include lingering anxiety about sales and revenue, talent, cybersecurity threats, regulation, tax policies, and ongoing impacts of pandemics and other health crises, as well as a growing focus on Environmental, Social and Governance (ESG) reporting.

Trend #2: Forrester research shows that firms with **more-mature resilience capabilities** grew at a rate of 2.4x their industry average. Turning resilience capabilities into a competitive advantage requires firms to seek new opportunities during a crisis.

Trend #3: COVID-19 has caused employees to **evaluate their purpose in work**. This has created an imperative for employers to strengthen culture and help employees connect with organizational purpose, at a time when trust remains near an all-time low.



NEW IDEAS

NON-COMPETITIVE

OTHER INDUSTRIES

SCALE (IN & OUT)

Crowe Healthcare Summit 2021

Simplify. Elevate. Transform.

[Learn more](#)

September 20-23, 2021
Denver

735 (virtual) attendees at 2020 Summit





Institute 2021

Innovation at Its Peak.

10 Health Systems

Finance & Revenue Cycle Leadership



March 17, 2021

Revenue Cycle Automation Design Consortium

Session 6

8 Health Systems

Finance, Revenue Cycle, Operations, Technology
and Vendors

Practical Use Cases, Practical Curriculum

Month 1		
Session 1 <i>Feb. 3 (10am CST)</i>	Session 2 <i>Feb. 10 (10am CST)</i>	Session 3 <i>Feb. 17 (10am CST)</i>
KPIs	PAS/EPIC Automation Use Cases	Business Automation Index (BAI)

TOPIC

Month 2		
Session 4 <i>Mar. 3 (10am CST)</i>	Session 5 <i>Mar. 10 (10am CST)</i>	Session 6 <i>Mar. 17 (10am CST)</i>
Intelligent Automation Tools (including RPA)	Automation use cases - other industries	Automation as a Service (AaaS)

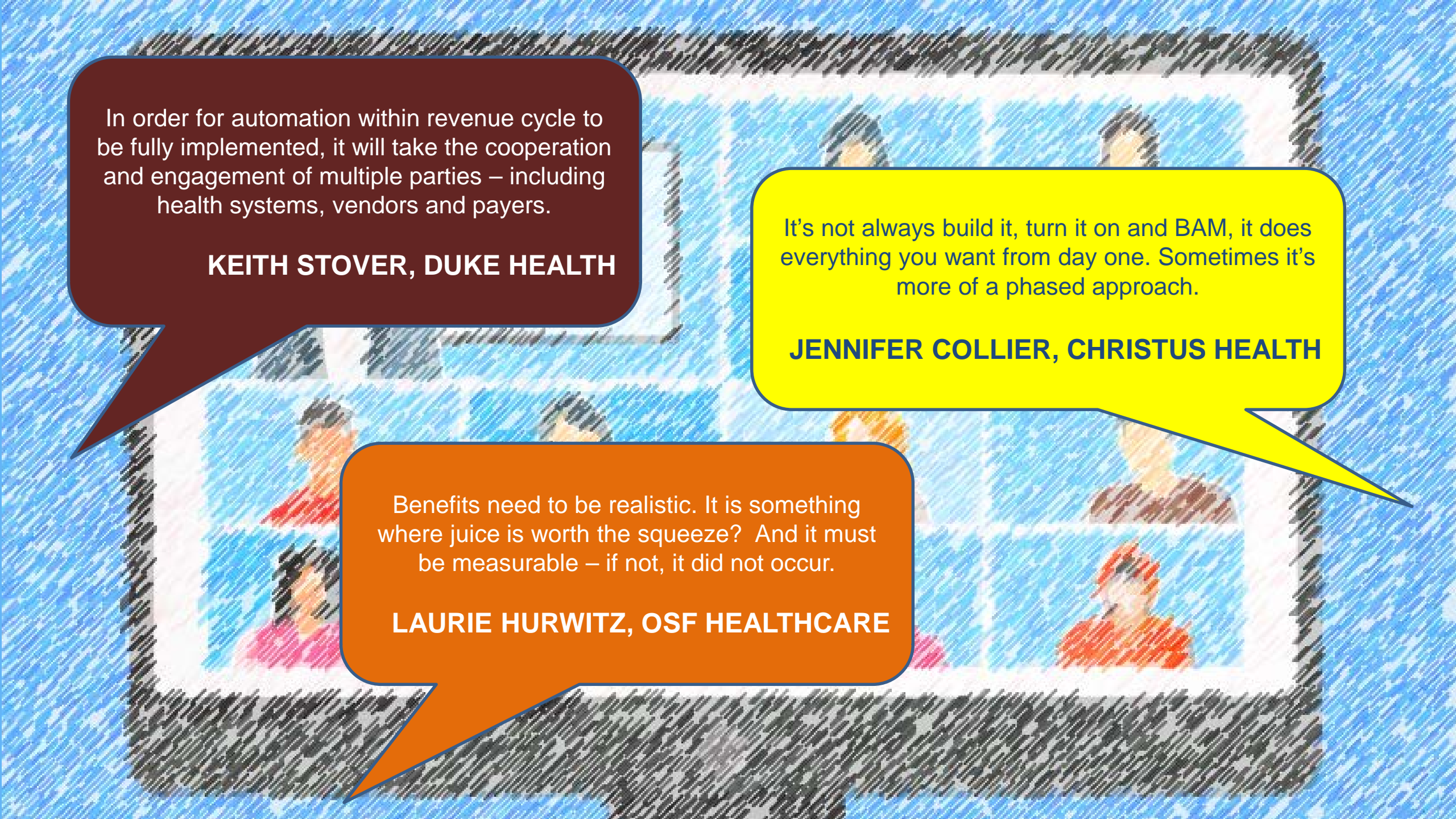
Month 3		
Session 7 <i>Apr. 7 (10am CST)</i>	Session 8 <i>Apr. 14 (10am CST)</i>	Session 9 <i>Apr. 21 (10am CST)</i>
Use Case(s) Inventory, Priority Mapping	Integrating automation into your Tech platform (+ governance)	The role of the Command Center for use cases

TOPIC

Month 4		
Session 10 <i>May 5 (10am CST)</i>	Session 11 <i>May 12 (10am CST)</i>	Session 12 <i>May 19 (10am CST)</i>
What do I do with my displaced labor?	Integration (IT, Rev Integrity, Pt. Access, Finance, etc.)	Participants present their plans

- Guest Speakers (including 7 vendors)
- Construction Zone (building automations)
- Show & Tell (members sharing their efforts)

- Artifacts (use case templates, cheat sheet)
- Leadership Guides (for working with IT)
- Automation Prioritization (for their “Plan”)



In order for automation within revenue cycle to be fully implemented, it will take the cooperation and engagement of multiple parties – including health systems, vendors and payers.

KEITH STOVER, DUKE HEALTH

It's not always build it, turn it on and BAM, it does everything you want from day one. Sometimes it's more of a phased approach.

JENNIFER COLLIER, CHRISTUS HEALTH

Benefits need to be realistic. It is something where juice is worth the squeeze? And it must be measurable – if not, it did not occur.

Laurie Hurwitz, OSF Healthcare

The Expanding Role of Automation in Healthcare



**Where
automation is
headed**





Employees will
have digital
assistants

Complex logic sequences (vs. data science)

Condition is true

```
int number = 5;
```

```
if (number > 0) {  
    // code  
}
```

```
else {  
    // code  
}
```

```
// code after if...else
```

Condition is false

```
int number = 5;
```

```
if (number < 0) {  
    // code  
}
```

```
else {  
    // code  
}
```

```
// code after if...else
```

Needs to be
"practitioner"
led – not IT led



Polling Question

What value would an aggressive increase in automation achieve for healthcare?

A Substantial decrease in labor costs

B Substantial increase in standardization

C Substantial increase in customer satisfaction

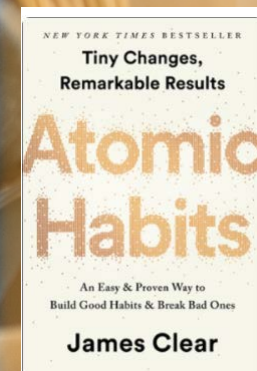
D All of the above

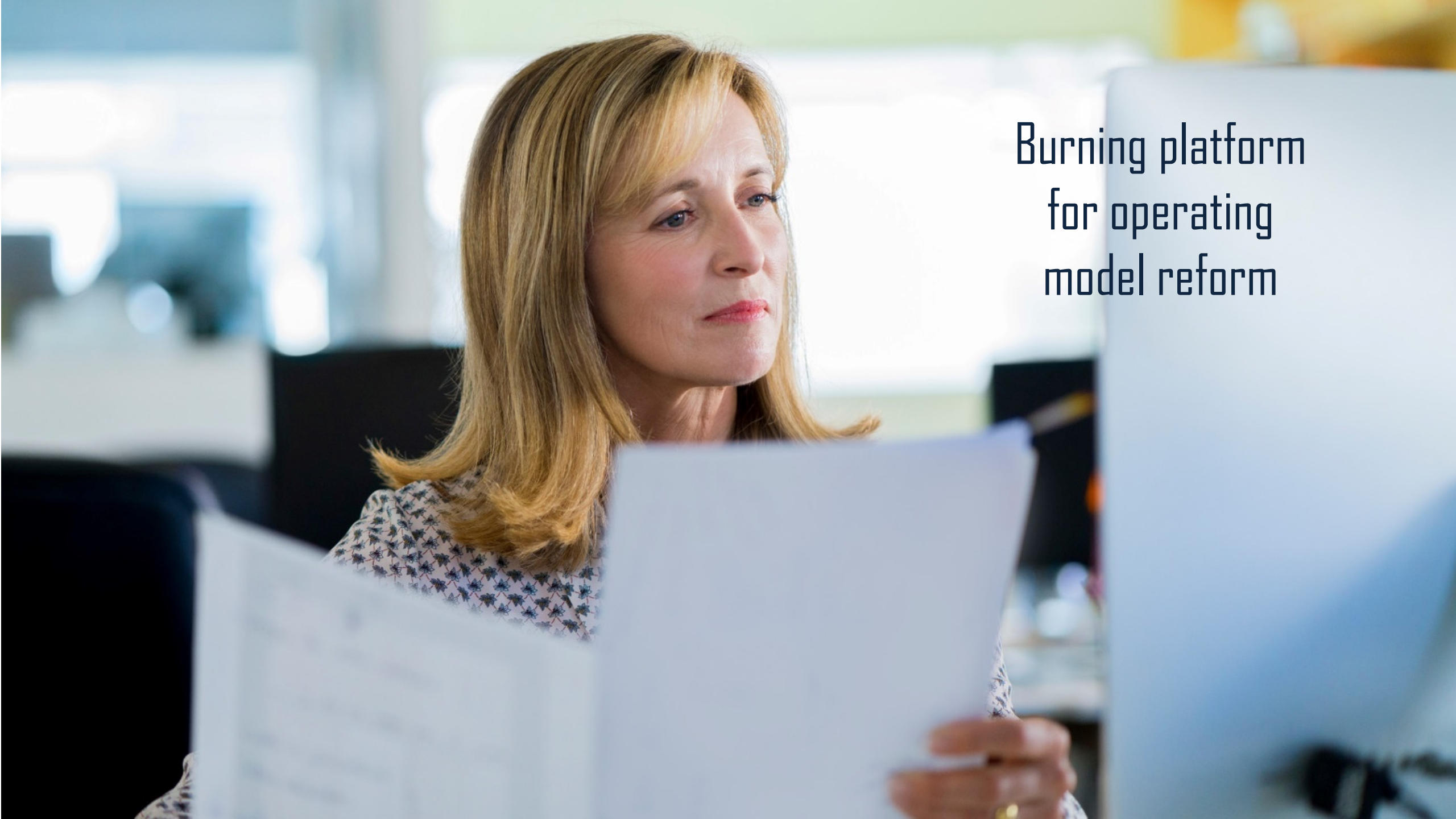
The Expanding Role of Innovation in Healthcare



INNOVATION

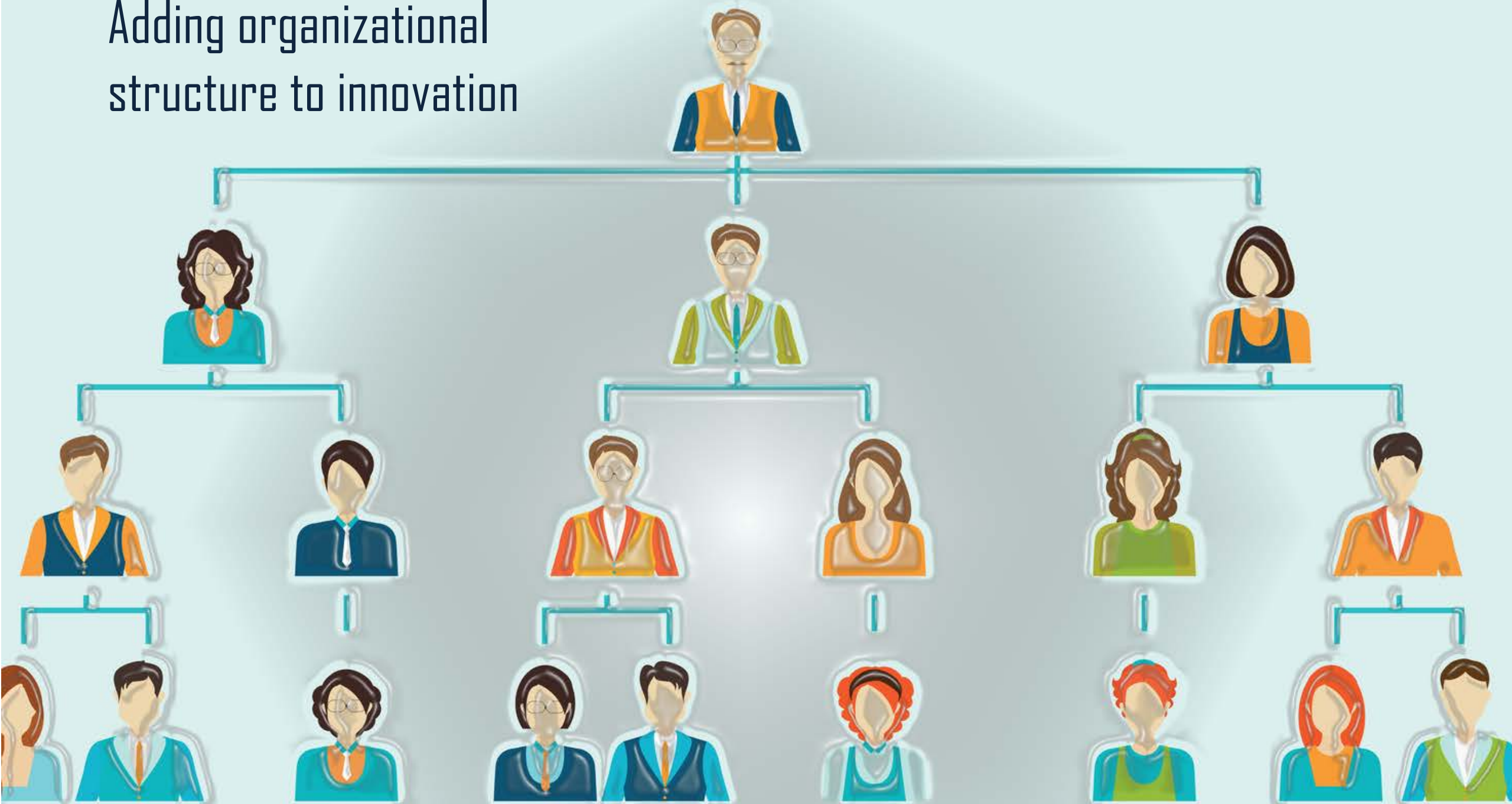
IMPROVEMENT





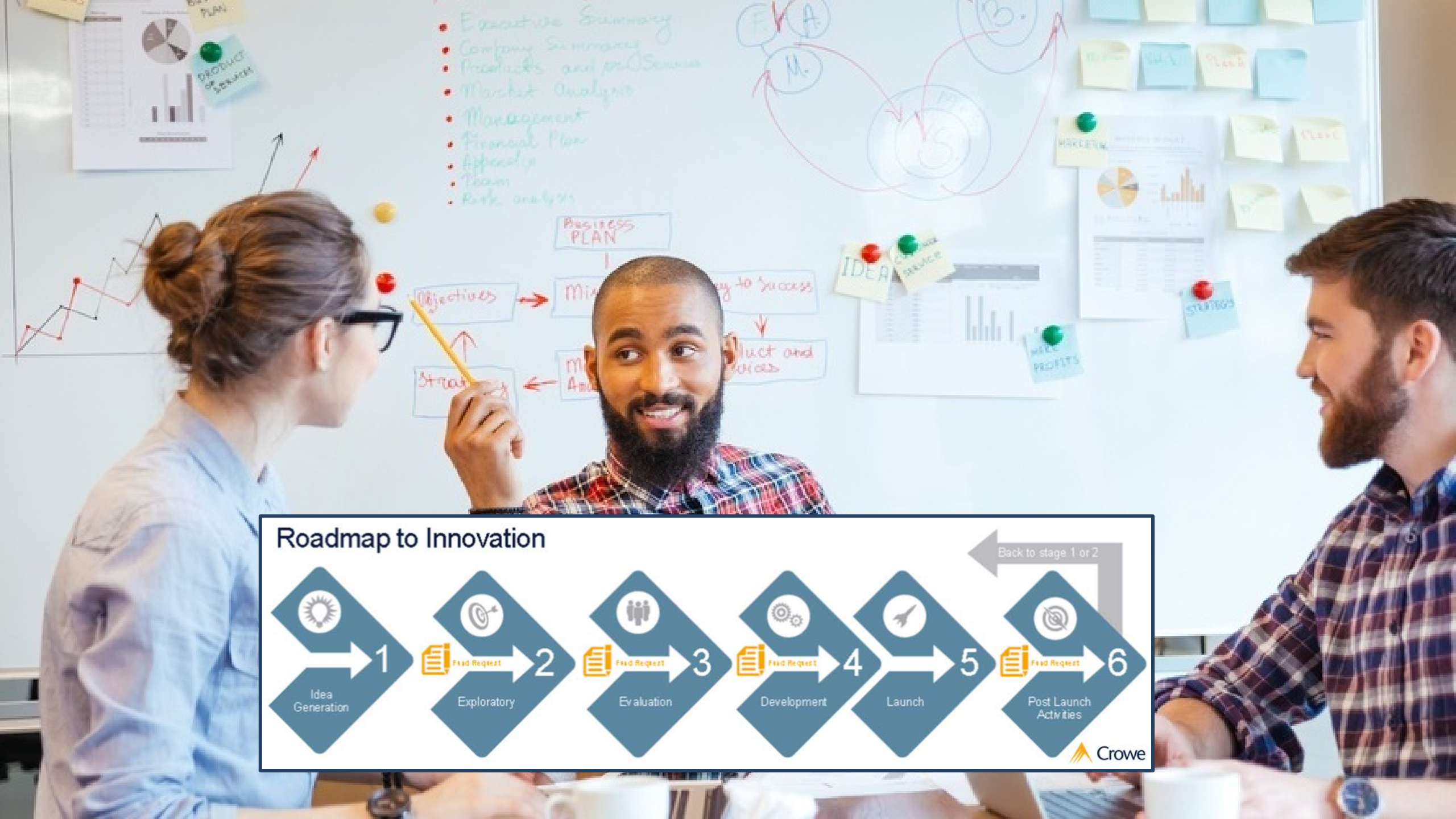
Burning platform
for operating
model reform

Adding organizational structure to innovation



Accessing
innovation in the
open market
from startup
companies





- Executive Summary
- Company Summary
- Products and Services
- Market Analysis
- Management
- Financial Plan
- Appendix
- Team
- Risk analysis



Roadmap to Innovation





The Expanding Role of Collaboration in Healthcare

Consortium.
Associations.
Network Orchestration.



A man in a dark suit and light blue shirt is seen from the back, standing at a podium. He is looking towards a large, blurred audience seated in a conference hall. A computer monitor is visible on the podium in front of him. The word "INFORM" is overlaid in white, bold, sans-serif capital letters in the upper right corner of the image.

INFORM

BUILD & DESIGN



SHARED OPERATIONS



Polling Question

In what way(s) is collaboration important for healthcare?

A Sharing in noncompetitive strategies and initiatives

B Building a broader data set (clinical and financial) from which more intelligence may be gained

C Greater opportunities for mergers, acquisitions and other new organizational models

D All of the above



The Expanding Role of Integration in Healthcare



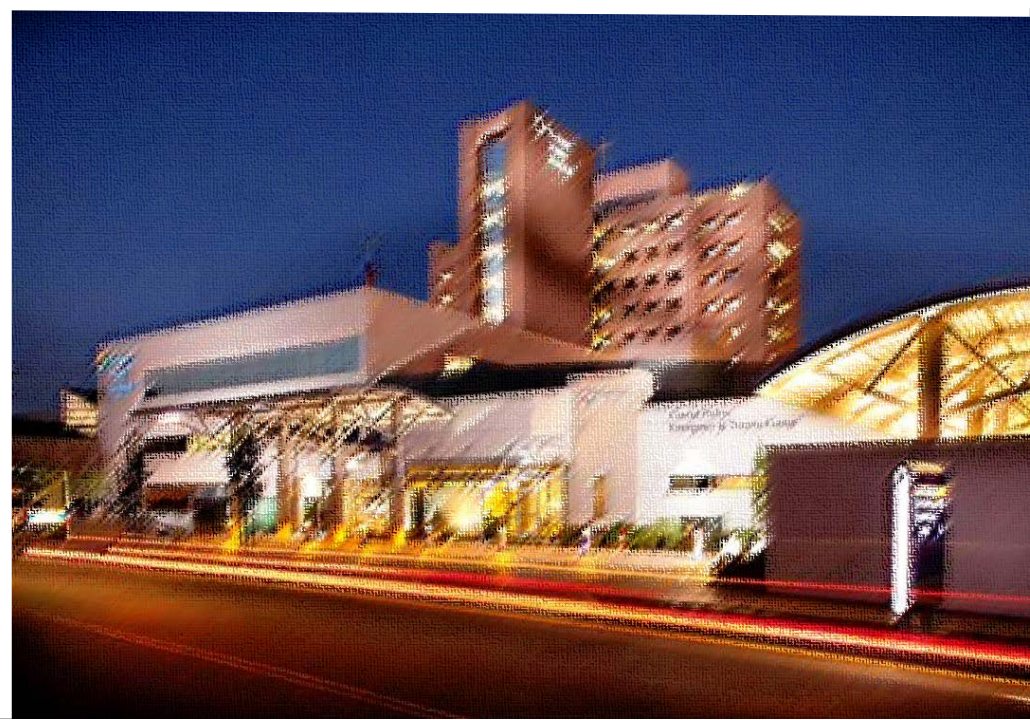


Need to operate more
efficiently and
innovatively

Advancements outside
of the hospital four
walls

1

Traditional
integration
across health
systems via
merger and
acquisition



2 Platform integration to access third-party platforms





3

Functional integration led by entrepreneurial health systems

Serve patients and improve patient
experience



Polling Question

What should be the priorities of innovation within healthcare?

A Decrease healthcare costs

B Increase clinical efficacy

C Create new models of care, which increase access for patients

D All of the above

AUTOMATION



COLLABORATION



INTEGRATION





Thank You

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