

ACHE CHAPTER PANEL DISCUSSION TEMPLATE

#IP4: In-Person Learning Environment

For ACHE In-Person Education Credits

Financial Sustainability of Healthcare Organizations: A Plan of Action

Length: 1.5 hours

Target Audience: Department heads, vice presidents. C-Suite executives and clinicians involved in leading organizational change in new and/or renovated alternative sites of care. Clinical and administrative/operational leaders.

Description: Issues surrounding financial sustainability for healthcare institutions are increasingly complex. In a time when the healthcare system has been challenged in many ways, it has become abundantly clear that having concrete strategies and a proactive financial sustainability plan in place is critical for hospitals and healthcare systems to stay afloat. Within the scope of priorities, this discussion will emphasize the necessity of understanding the key potential and existing operational and cost problem areas for healthcare system growth and sustainability as healthcare providers continue to face future operational, reimbursement, and environmental challenges. The primary goal of this discussion is to provide an overview of the models of current successes and solutions with a focus on a realistic plan of action.

Faculty: *Each session should feature a moderator plus two to three panelists.*

Moderator: The Moderator should be a healthcare leader who has a thorough understanding of the concepts/implications of sustaining financial success.

Panelists: The panel may include an executive with several years of experience with operational and cost challenges who understands the impact of accountable care or alternate payment models on growth and sustainability, an experienced clinician that

has working knowledge of the importance of planning and execution of design with healthcare executives who have significant knowledge of financial sustainability, and a CFO/CEO. A consultant with expertise in this space may also be considered.

Interactivity: *All sessions must feature a minimum of 10 minutes of dedicated audience Q&A time at the end of the session. Additional small-group breakouts or discussions are optional but encouraged.*

Presentation: *An optional presentation template has been included for use if the Chapter sees fit. If used, the presentation should include the required slides as designated in the template, and no more than 3 additional content slides.*

Questions for Discussion:

- The past few years have brought with it many challenges for the healthcare field, including considerable financial hardship. How have you navigated these challenges within your systems?
- Capacity management has been one of the areas where hospitals have struggled. What are examples of strategies you have implemented to deal with fluctuations and imbalances?
- What are some examples of specific approaches you have taken to recover revenue and navigate changes in reimbursement with the end of the COVID-19 public health emergency funding?
- How have you leveraged data and forecasting in your efforts to manage financial ups and downs, and in what ways can healthcare executives incorporate data-driven decision-making in their long-term financial strategies?
- How do you foresee the growing movements towards value-based care and consumerism impacting the financial health of hospitals, systems, and the healthcare industry as a whole?
- Given the shift towards more care outside the four walls of the hospital and the increase of virtual work for non-clinical staff, how has your strategy evolved on capital budgets and infrastructure plans?
- What are the multi-year strategies you are pursuing to create financial stability and growth?
- For many hospitals and system leaders, immediate financial recovery is currently top of mind. What are your recommendations for other healthcare leaders as they drive towards long-term financial health amid immediate challenges?

Materials for Distribution:

Dunn, R.T. (Summer 2023). Deploying Bots in Healthcare to Find Revenue Cycle Improvements. *Frontiers of Health Services Management*. 39(4):25-30, Summer 2023.

Jackiewicz, Thomas E. (Summer 2023). UChicago Medicine Grows Through Partnership Synergies. *Frontiers of Health Services Management*. 39(4):31-35.

Majka, D., Samaris, D. (Summer 2023). When All Else Fails: Transformational Strategies to Put Not-for-Profit Healthcare on a Sustainable Path. *Frontiers of Health Services Management*. 39(4):4-12.

Additional Resources:

<https://www.ache.org/blog/2022/mitigating-workforce-challenges-through-provider-consultant-collaborations>

<https://www.ache.org/blog/2021/gauging-hospital-financial-health>

<https://healthcareexecutive.org/archives/january-february-2023/the-question-of-private-equity>

<https://www.hfma.org/topic/price-transparency/>

<https://www.hfma.org/topic/finance-and-business-strategy/>

<https://www.kaufmanhall.com/insights/research-reports>