

The Four Challenges

- **Market Consolidation**
- **Payer Mix Changes**
- **Service Mix Changes**
- **Moving Upstream**

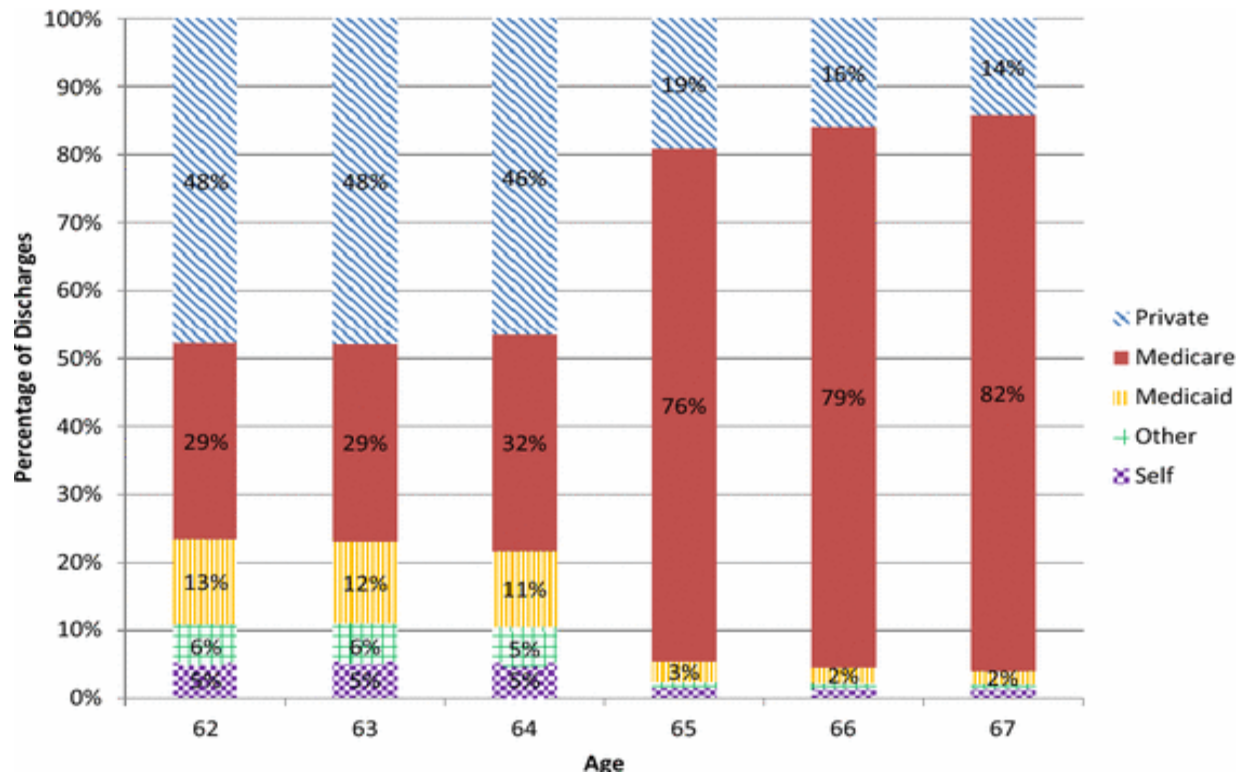


Market Consolidation



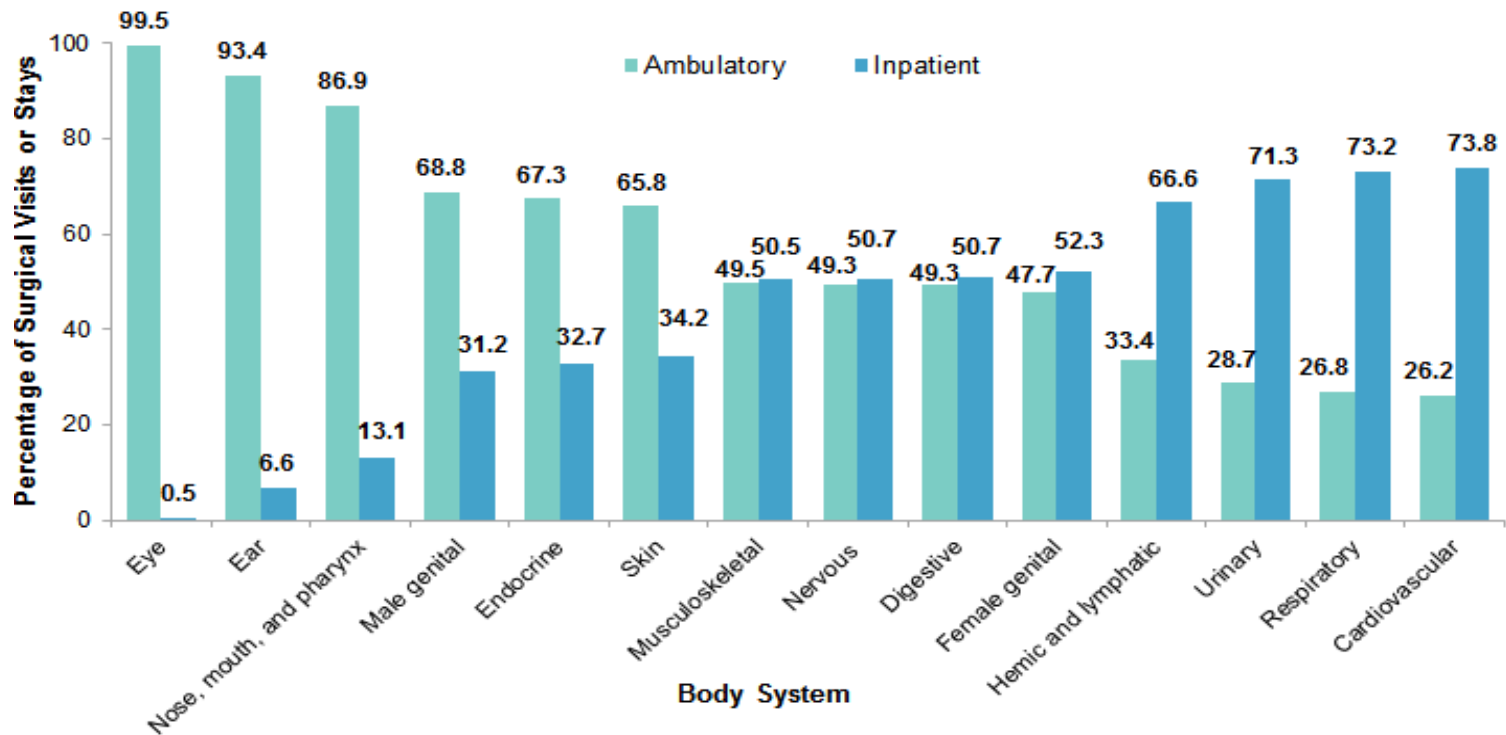
- **Integration of different corporate cultures and leadership;**
- **Interoperability of EHRs and other data platforms;**
- **Amending contracts and lease agreements;**
- **Service lines and reviewing capacity and duplication.**

Payer Mix Changes



- **Baby Boomers continue to gray into Medicare;**
- **Inability to backfill losses incurred on public programs.**

Service Mix Changes



- Continued shift of procedures to the outpatient setting;
- Case-mix increase of remaining procedures

Moving Upstream



- Hospitals are being pushed to provide care outside of its traditional four walls;
- Reimbursement models continue to shift financial risk onto providers;
- Moving upstream and aligning with non-traditional partners to provide care;
- Overlap with public health and social needs.

HASC 2019 Advocacy Priorities

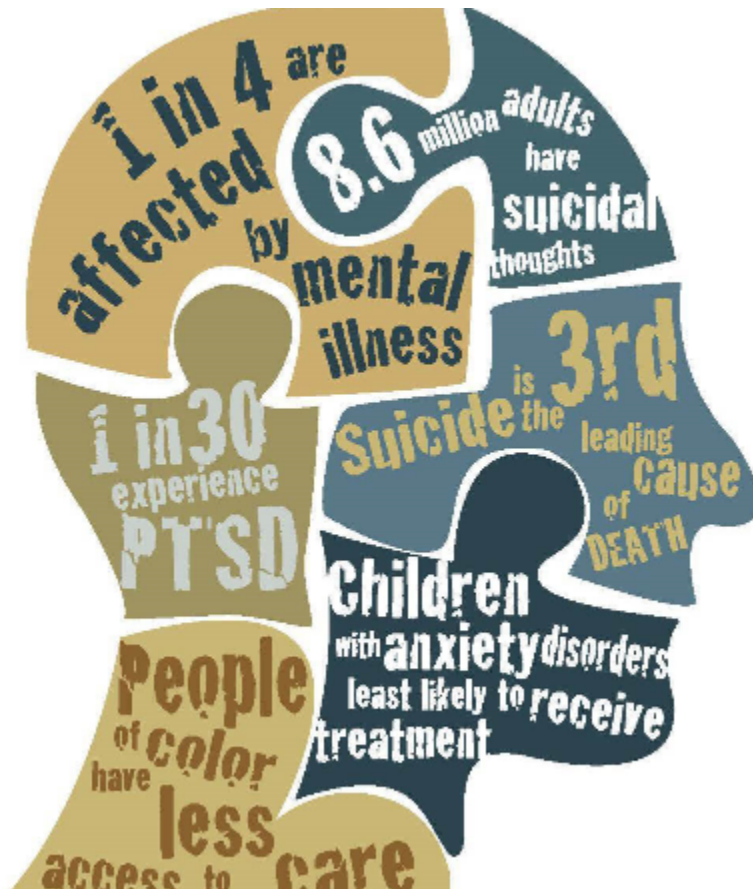


HASC 2019 Strategic Initiatives



- Navigating the next set of challenges that lie ahead.
- Strategic initiatives are our compass to guide us through rough seas.
- Hospitals face ever evolving issues on:
 - Reimbursement;
 - Administrative burdens; and
 - Patient complexity.

Initiative: Behavioral Health



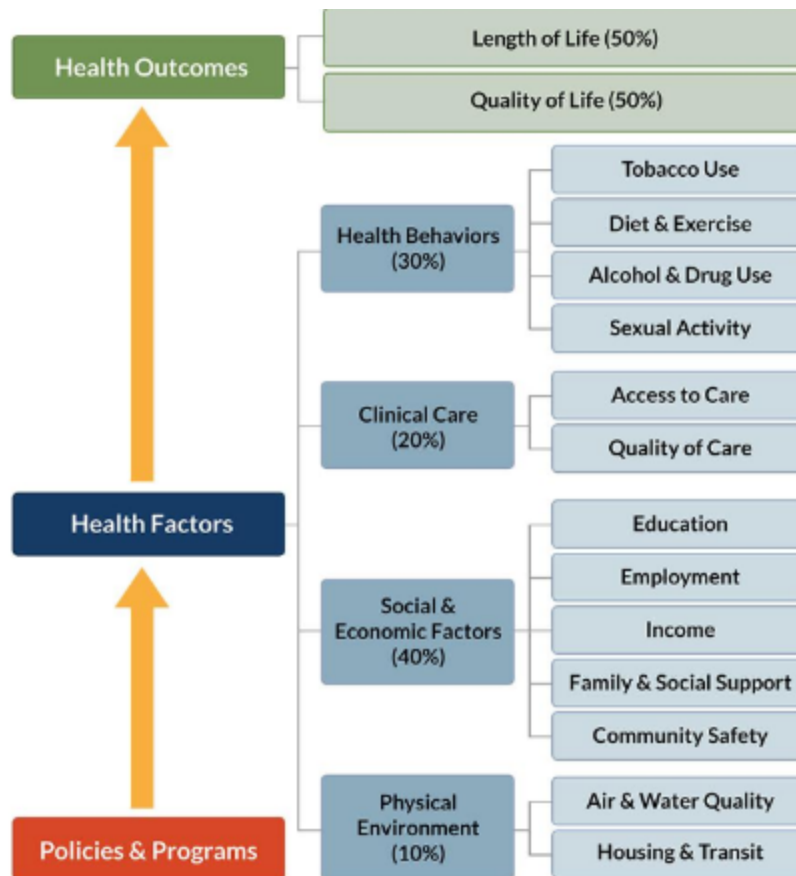
- Behavioral Health Needs Assessment by HASC County to provide an overview on:
 - Funding;
 - Utilization;
 - Key Stakeholder interviews;
 - Availability of services.
- Behavioral health white paper to prompt collaborative discussions with other stakeholders to address this crisis.

Initiative: Advocacy Priorities



- **Partnering with Speedtrack to support Behavioral Health and other public health advocacy initiatives.**
- **Improved access to healthcare data allows HASC to more effectively engage County health departments and local MMCPs.**
- **Flexibility of query system allows users to more effectively mine data and produce new insights.**

Initiative: Social Determinants of Health



County Health Rankings model © 2016 UWPHI

- **Increase utilization of SDOH diagnosis codes to better identify population needs.**
 - Housing;
 - Food Insecurity;
 - Transportation.
- **Local Medicaid Managed Care intend to expand their commitment in this space.**
- **Continued medicalization of social issues.**

Initiative: Public Health Trust Fund



- Oppose mandatory participation by hospitals to public health trust funds.
- Neutral position by the Board allows for individuals counties to assess their political situation.
 - Provides HASC a seat at the table in negotiations with LA County.
 - Allows for potential contributions to Communities Lifting Communities by hospitals to better ensure that community benefit dollars are aligned with CHNA findings.

Initiative: Government Regulations



CALIFORNIA EMERGENCY MEDICAL SERVICES AUTHORITY

- **Activities to ensure hospital compliance with SB 1152, homeless discharge.**
 - Butterfli and non-emergent medical transportation;
 - HASC online marketplace for weather appropriate clothing;
 - Collective Medical EDie and homeless discharge log.
- **Backend tracking to quantify impact to hospitals for future advocacy.**

Initiative: Data Analytics



- **Enhancements to our employee compensation surveys thru an online data portal, Salarify.**
- **HQI² and quarterly updates to OSHPD utilization data.**
 - Quality benchmarks
 - Utilization trend data with a 90-day lag.
- **EDie and homeless discharge tracking log.**

