



A Health(y) Business in a Pandemic World

Presented by:
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- Our experiences in providing care to our communities during a Pandemic
- Running a large organization during a Pandemic
- Where do we stand today and what are we doing about it

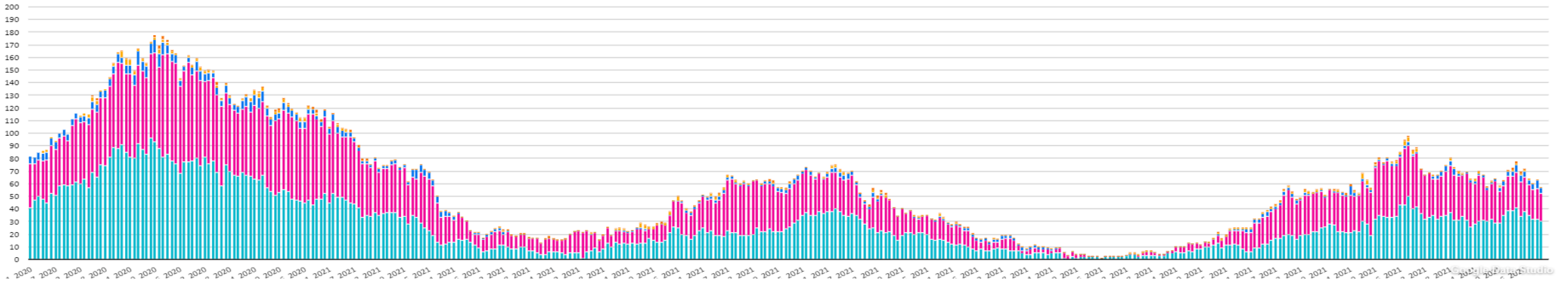


Cases

Home » Cases

Beacon Health System provides the summary below to help our community keep informed about COVID-19 inpatient count at our hospital facilities. Please Note: For the best experience, we recommend viewing this page in Chrome or Microsoft Edge.

Daily Trend for COVID Positive Patients in Beacon Hospitals



- * View latest updates on [IN.gov](https://www.in.gov) & [MI.gov](https://www.mi.gov)
- + Numbers reflect reported tests only and should not be characterized as a comprehensive total.
- ^ Positive cases reflect results of submitted tests as of the date above.



The 1st Wave

- Health Care Heroes
- Mask On
- Holy #\$\$@%!



Three scenarios for how the pandemic could end

The 'good' scenario:

US achieves herd immunity by summer, primarily via vaccinations

If warmer weather coincides with faster vaccination rates, a rise in natural immunity, and more vaccines that are effective across variants, the US could:

- Achieve a 90% or more decline in death rates by the summer
- Prevent another winter surge with herd immunity, masking, and social distancing

50% likelihood

The 'bad' scenario:

US achieves herd immunity in late 2021, in large part due to new infections

If vaccine rollout continues to stall and more contagious variants spread without sufficient masking and social distancing, the US could:

- Experience new variant-driven spring surges that exceed January peaks
- Fail to vaccinate a significant portion of the public by fall, leading to another winter surge

35% likelihood

The 'ugly' scenario:

Vaccines falter, and the US doesn't achieve herd immunity in 2021

If vaccines have limited efficacy on faster-spreading variants, and short-lived immunity runs out before the public can be vaccinated, the US could:

- Endure more stringent lockdowns, damaging the economy once again
- Witness growing vaccine skepticism
- See Covid-19 become an endemic disease, leading to overwhelmed hospitals and thousands more deaths

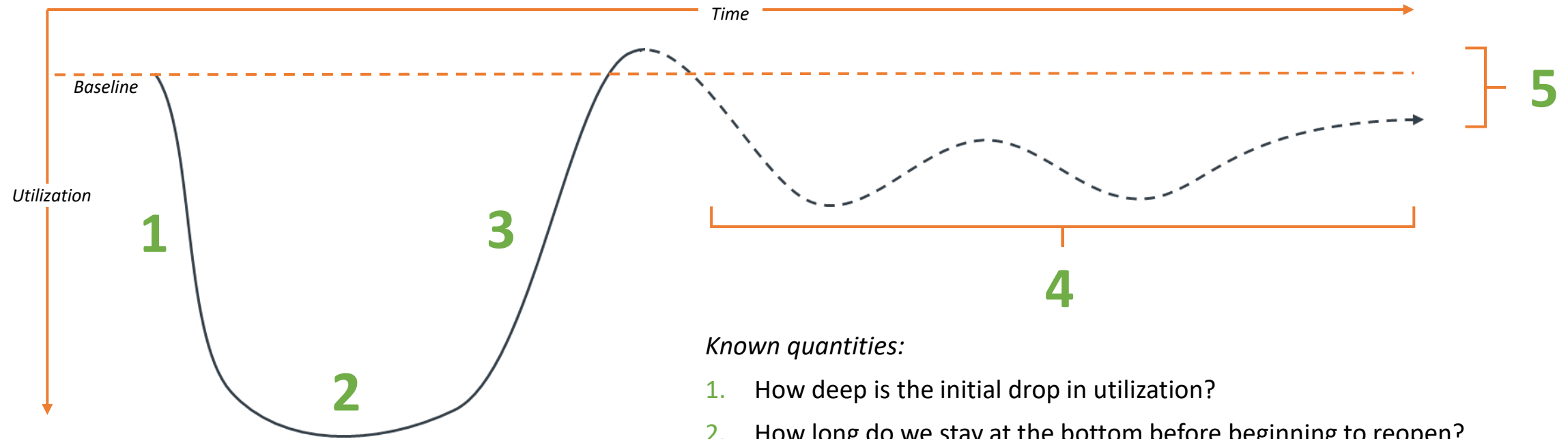
15% likelihood

The 2nd Wave – 18+ Months Later

- The Unvaccinated
- Staff are Burned Out and Have had it
- Many Looking for something Better

What will the new normal look like?

New questions emerge as others come into focus



Known quantities:

1. How deep is the initial drop in utilization?
2. How long do we stay at the bottom before beginning to reopen?
3. How fast is the operational rebound as supply returns?

Outstanding questions:

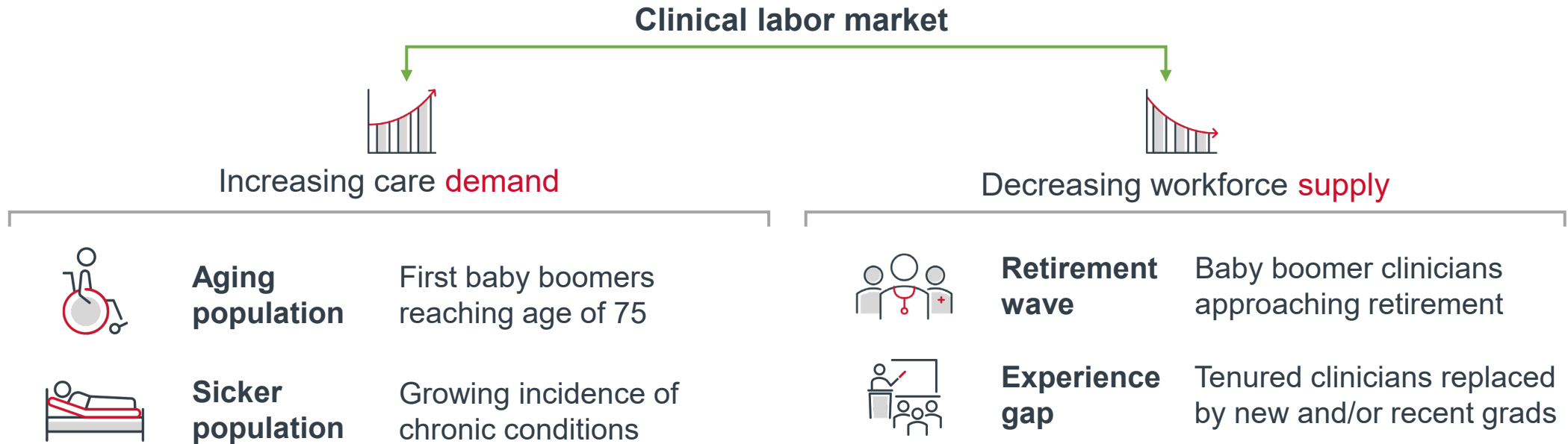
4. How does utilization fall and rise in the medium-to-long term?
5. Is the “new normal” baseline different than before?



Use our Market Scenario Planner to assess your market's 5- and 10-year volume outlook, at [advisory.com](https://www.advisory.com)

Clinical labor to remain an indispensable asset

Underlying demographics guarantee critical role for constrained resource



Potential impact of Covid-19

- | | |
|--|--|
| ↓ Depressed demand due to Covid-19 fears, financial fears | ↑ Deferred retirement due to Covid-19-induced financial concerns |
| ↑ Increased patient complexity due to deferred care | ↓ Accelerated retirement due to Covid-19-induced burnout |
| ↑ Increased patient complexity due to Covid-19 complications | ↓ Interruption of education and clinical rotations |
| ↑ Increasing behavioural health needs and comorbidities | ↓ Variable volumes limiting opportunities to get hands-on practice |

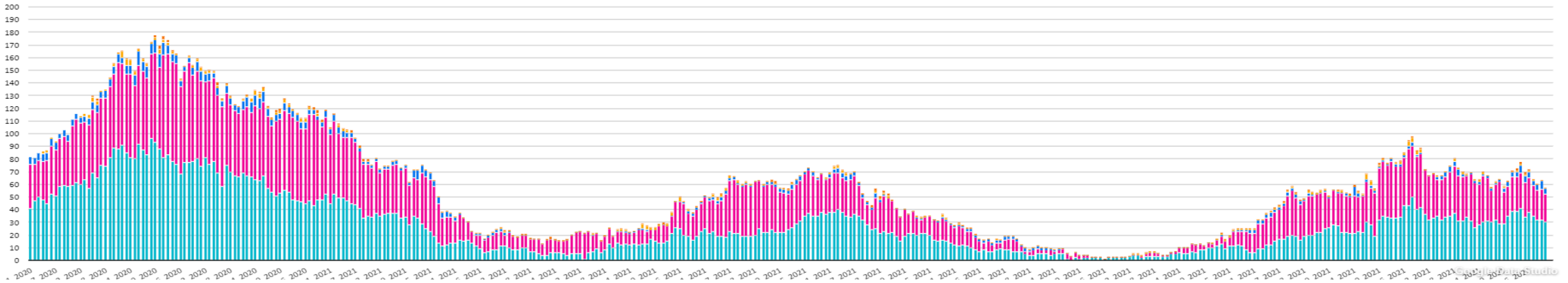


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Understand the Environment & Execute on your Strategies

 CLINICAL EXCELLENCE	 GREAT WORKPLACE	 CONSUMER-DRIVEN CULTURE	 COMMUNITY	 SMART GROWTH	 FINANCIAL SUSTAINABILITY
Clinical Excellence	Great Workplace	Consumer-Driven Culture	Community	Smart Growth	Financial Sustainability
<p>Outstanding Outcomes and Value Through Clinical Integration and Reduction in Clinical Variation</p> <ul style="list-style-type: none"> Align clinical and support areas across Beacon Health System Standardize and implement the use of clinical protocols Reduce variation in clinical care Identify retain and recruit for critical service lines Deliver clinical value proposition on Cost & Quality <p>Journey Towards Zero Harm Top Performing Health System</p> <ul style="list-style-type: none"> Exceed Quality and Patient Safety Outcomes Metrics 	<p>Actively Shape Beacon's Culture: Transparency, Accountability, Community</p> <ul style="list-style-type: none"> Embed Beacon's Mission, Values and Service Standards to be demonstrated by all associates Deliver Total Rewards 2022 Plan Design Proactively utilize communication to connect with our associates, drive awareness & understand (we own our narrative) Diversity, Equity & Inclusion (DE&I Council) <p>Strategic Talent Management</p> <ul style="list-style-type: none"> Implementation of Oracle HCM Cloud Platform Expand digital recruiting process Perform above industry recruiting benchmarks Increase ethnic diversity of emerging talent and leadership pipeline Develop Physician Leadership capability 	<p>Improve Access to Beacon</p> <ul style="list-style-type: none"> Improve capacity and access <p>Connect Digitally</p> <ul style="list-style-type: none"> Registration owners and process to collect/verify emails and/or phone #s Connect to customers through portal Have personalized* digital communications per patient account <p>Market to Build Volume</p> <ul style="list-style-type: none"> Brand and Market to Commercial Customers <p>Deliver Exceptional Experience</p> <ul style="list-style-type: none"> BXP - Implement Net Promoter Score BXP - Implement Customer Effort Score <p>Deliver Care Digitally</p> <ul style="list-style-type: none"> Optimize TeleHealth Platform and Integrate into existing practices 	<p>Communicate What We Do</p> <ul style="list-style-type: none"> Consistently and strategically communicate Beacon's role as a leader and resource in community health. <p>Inspire health and connect with heart in our communities through partnerships and programs</p> <ul style="list-style-type: none"> Enhance employer and community health strategies and improve health disparities in vulnerable communities by developing a business plan for a Mobile Medical Unit. Select a system-wide screening for Social Determinants of Health and a referral process to community partners to support patient non-clinical needs. 	<p>Expand Beacon's Market</p> <ul style="list-style-type: none"> Complete development of Beacon Granger Campus Strategy (Phase 2) Implement the Dunlap strategy Pursue market opportunities Successfully integrate Three Rivers Health into BHS <p>Improve Share in Existing Markets</p> <ul style="list-style-type: none"> Invest in Retail/Consumer focused services: ie imaging, urgent care, infusion BMG sites Launch Narrow Network product Determine participation in Medicare Advantage Product (Priority Health) Bremen Hospital growth to meet demand for services (emphasis on Specialty services) Activate Memorial Hospital Long term campus plan 	<p>Proactively Manage Balance Sheet</p> <ul style="list-style-type: none"> Mitigate risk by ensuring adequate capital reserves Achieve long-term stable profit <p>Pursue Strategic Cost Reduction Opportunities</p> <ul style="list-style-type: none"> Operational/efficiency improvement Leverage supply chain initiatives to drive efficient costs Proactively manage Medical Group overhead Meet transparency [and pricing] initiative <p>Maximize Revenue Opportunities</p> <ul style="list-style-type: none"> Leverage value-based reimbursement opportunities Improve keepage to promote market optimization Maximize Revenue Cycle opportunities Foundation major gifts / annual giving

- Thank you for your support of our caregivers
- Thank you for the opportunity to talk with you today
- Thank you for thinking about the health of your colleagues and your organizations



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