

NAHEFFA Fall Conference

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Why Develop Strategy?

“The future isn’t just something that happens. It’s a brutal force with a great sense of humor that will steamroll you if you’re not watching!”

Bill Murray

Aloha

Healthcare Forces

POLICY

DISRUPTOR'S

CONSUMERISM

AFFORDABILITY

TECHNOLOGY

LEGACY OPERATIONS & LEADERSHIP

Simple but Difficult – A Strategic Framework

Cost – greater profitability

Focus – who are your customers?

Differentiation – unique value

- Michael Porter, PhD

3 Potential Trends to Watch

Private Sector

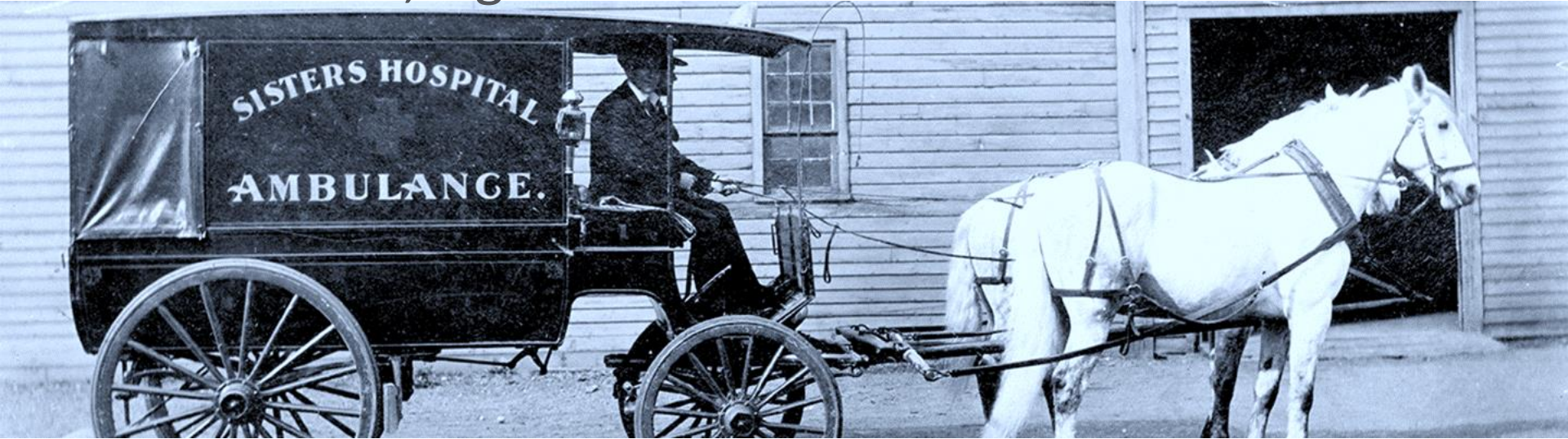
- Integrated Delivery Networks w/o hospitals
– Optum
- Activist Employers – Walmart, Disney, Amazon

Public Sector

- Payment reform – Bundles, delegating coverage reform to states

Health System Consolidation

Labor of Love, Fight for Survival 100 + Years of Service



Catholic Hospitals/Health Systems

642 Catholic Hospitals

5.4 Million annual inpatient admissions

20 Million annual ER Visits

770,000+ employees

\$7+ Billion in annual capital expenditures

\$100+ billion in annual total revenue

CHI and Dignity Health

Scale to deliver value is no longer an option – it's a mandate.

18 Founding Congregations

28 States

\$28 billion in annual revenue

\$4.7 billion in charity care

159,000 employees

700 care sites

140 hospitals

25,000 Physicians

Precision Medicine Network

The promise to significantly influence
the future of healthcare!

What is the likely focus for the New Health Care Organization



Advocate for Healthy Populations



Advance a coordinated, systematic, and customizable approach to serving those with acute, chronic and complex conditions



Address the unique needs of persons experiencing vulnerabilities



Enhance consumer engagement and operational automation through digitization and innovation



Inspire the workforce to fulfill their calling and achieve greatness