



WHAT RURAL HOSPITALS SHOULD KNOW ABOUT PARTNERSHIPS

October 2, 2024

Jeff Sommer, Managing Director

Clare Kelley, Senior Consultant

MEET THE SPEAKER



Jeffrey Sommer, MPP

Managing Director

jsommer@stroudwater.com

207.221.8255

Stroudwater is a leading national healthcare consulting firm specializing in mission-critical strategic, operational, and financial opportunities for healthcare leaders' most pressing challenges

COMMON OUTCOMES

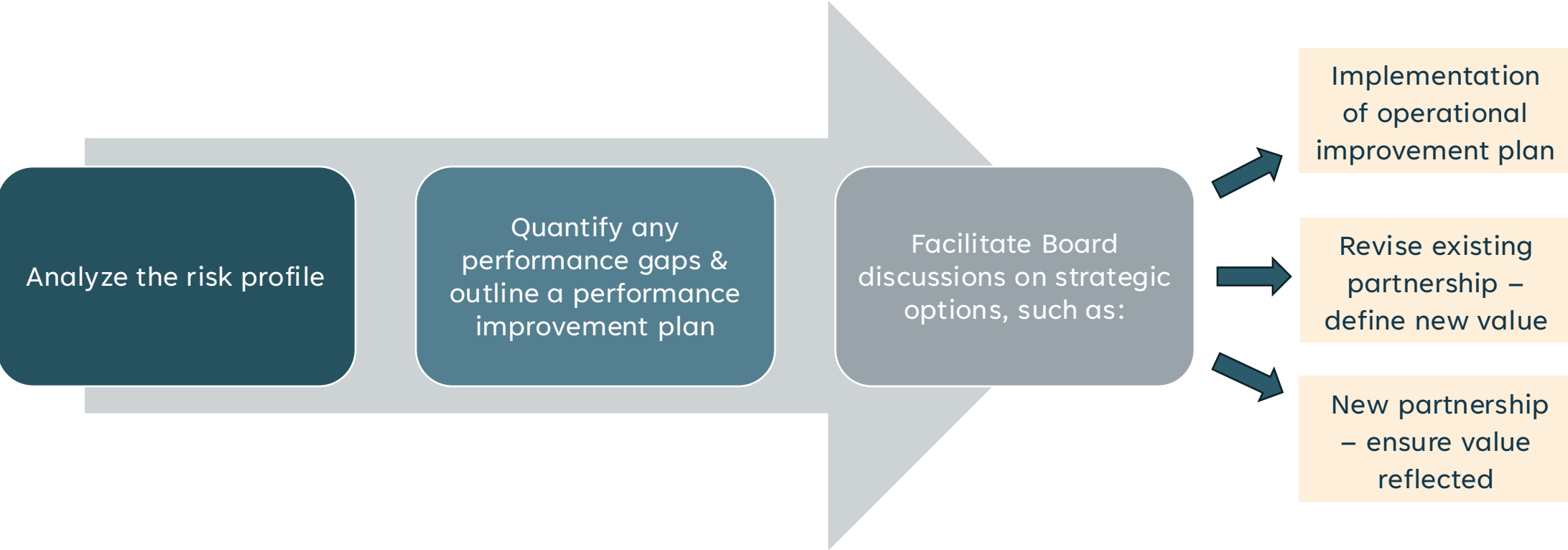


90%+/- of hospitals are within these three options



KEY POINT: SOUND OPERATIONS UNDERPIN ALL OPTIONS

When we talk to a client about strategic options, we focus on mitigating strategic risks. Sound operating results are foundational to those efforts regardless of the strategic option selected. From there, we can evaluate strategic options to find the right strategy based on the organization’s risk profile.



BOARD FUNCTIONS AND BLIND SPOTS

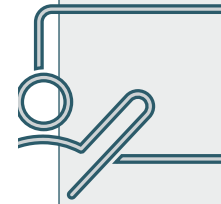
The fiduciary duties of *duty of care*, *duty of loyalty*, and *duty of obedience* for not-for-profit boards should be applied to the primary functions below:

- Approving budgets, financial plans, and financial statements; reviewing and approving material capital allocations and expenditures; ensuring the integrity of the organization's financial reporting and processes; hiring the independent auditor (if any) and assuring itself of the auditor's independence
- Selecting, monitoring, evaluating, compensating, and, if necessary, replacing the CEO
- Ensuring compliance with all applicable laws, regulations, policies, and ethical standards of the organization
- Establishing the composition of the board and its committees, and determining governance practices
- ***Defining, reevaluating, and monitoring the long-term strategy by which the organization fulfills its mission***
- ***Understanding the organization's risk profile and reviewing and overseeing the organization's management of risks***

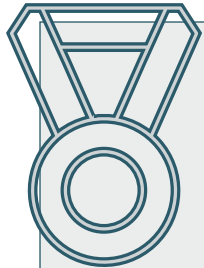
WHAT DO YOU NEED TO KNOW?



For the 60% of rural hospitals in a partnership, most systems miss critical aspects of rural value



No one is going to stumble across your value if you do not quantify it and show the path to operationalizing it



Identify win-wins with existing partners – it's about making better decisions and better allocating scarce resources



Does a partner understand your value?

- Variable vs fixed costs
- Contribution margin vs. fully allocated costs
- Incremental cost vs. reallocated costs
- The value of incremental referrals



The Four Know/Nos:

- Know your risk profile
- Know your value
- No one else will promote your value
- No risk-free options





OUR AGENDA

TABLE OF CONTENTS



What are we getting wrong?



Health industry factors that are driving partnerships



When to think about partnerships



How to ensure your partnership creates value



Partnership pitfalls and how to avoid them





WHAT ARE WE GETTING WRONG?

WHAT ARE WE GETTING WRONG?

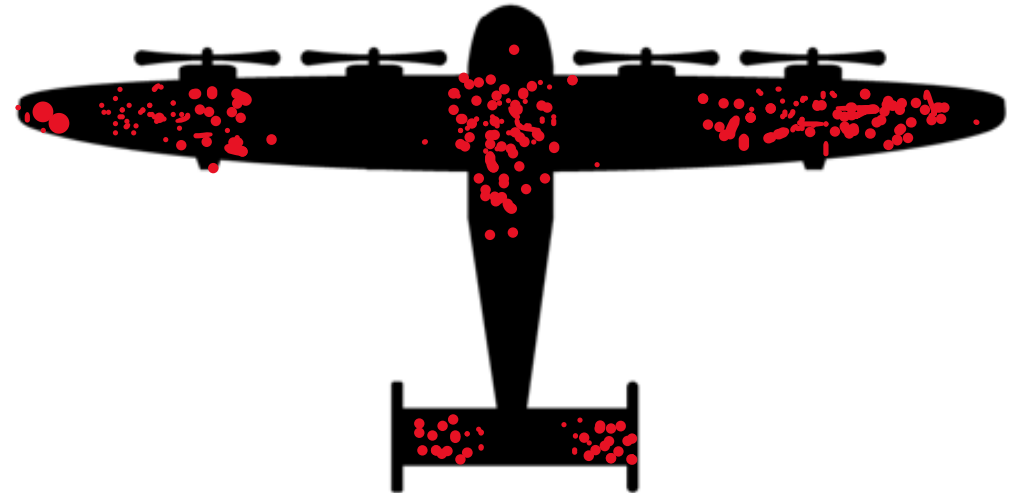


- Rural healthcare is a dumpster fire
- With fully allocated costs the result is clear: the economics are unsustainable and dilutive
- We need to shut down or curtail rural operations to reduce costs and conserve resources
- These statements confirm what many believe they know
- **But are these statements correct?**
- **What are they getting wrong or missing?**



WHEN DATA MISINFORMS

- 60% of the Allies' bomber crews were being killed (46%), wounded (7%), or taken prisoner (8%) during bombing runs over Germany in WW2
- Researchers at the Center for Naval Analysis knew they needed hard data to solve this problem
- After each mission, the damage from each bomber was painstakingly reviewed and recorded
- The data began to show a clear pattern: most damage was to the wings and body of the plane
- The solution was clear: increase the armor on the plane's wings and body
- But the analysis was completely wrong. Why?
- Every plane that had been shot down was missing from the data collected
- **The researchers' data had created a map of the places where the bomber could be shot and still survive**
- **In our opinion, something similar is happening frequently regarding rural healthcare affiliates**



AFFILIATE ACCRETIVE VALUE

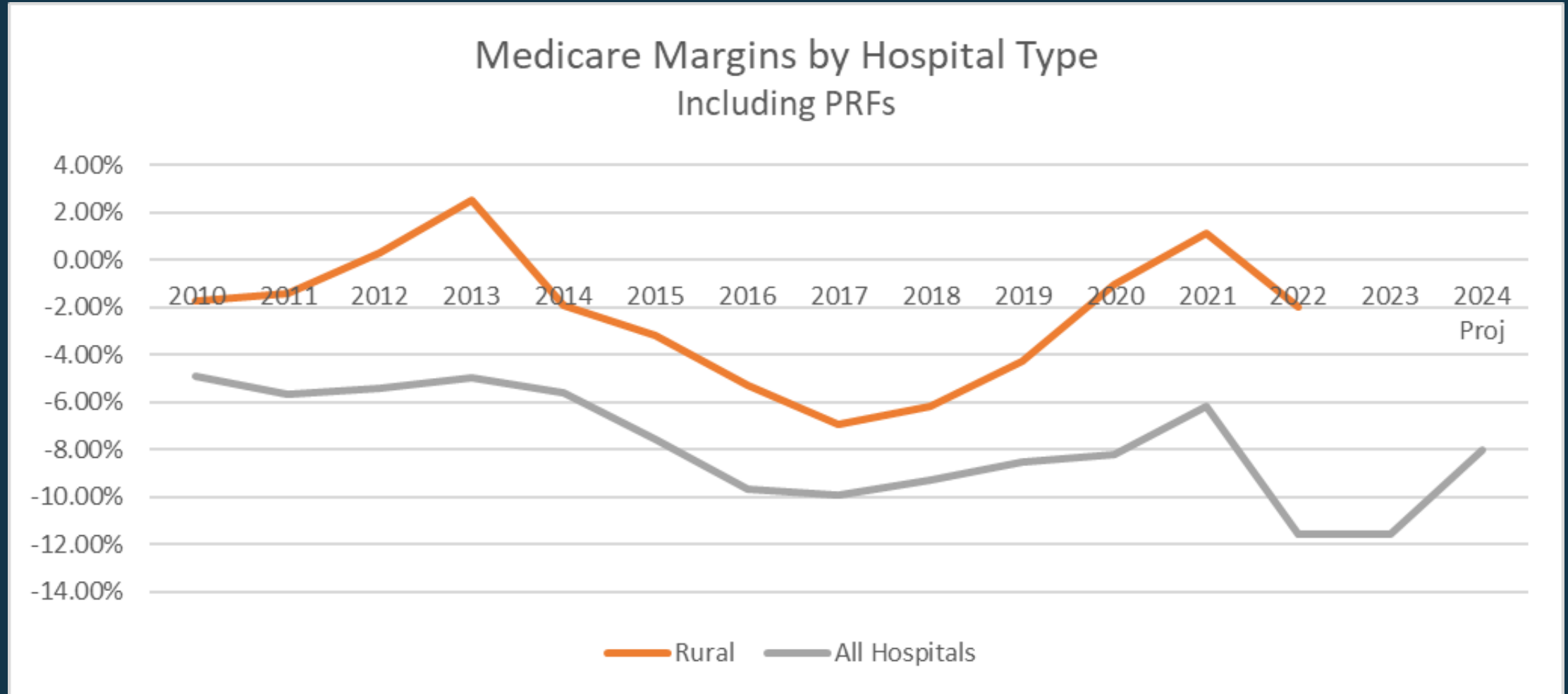
- Northeastern seven-hospital system, including a 120-bed community hospital affiliate
- System allocates \$25M of overhead to the affiliate's general ledger, resulting in a **\$13M operating loss**
 - As a result, the system slashed capital investment at the affiliate
 - The operating loss included \$7M in non-cash depreciation expense and excluded \$3M in non-operating income
- Of the \$25M in system-allocated overhead costs, only 20% were estimated to be variable (or incremental) while the remaining were estimated to be fixed (reallocation of existing costs)
 - The fixed portion should not have been considered when evaluating the contribution margin of the affiliate
- Actual contribution margin to the system, before considering the value of incremental patient volume from the affiliate service area, was \$17M
- The affiliate provided \$22M in incremental contribution margin to the system from additional service area referrals
- **Total contribution margin to the system from the rural affiliate: \$39M**





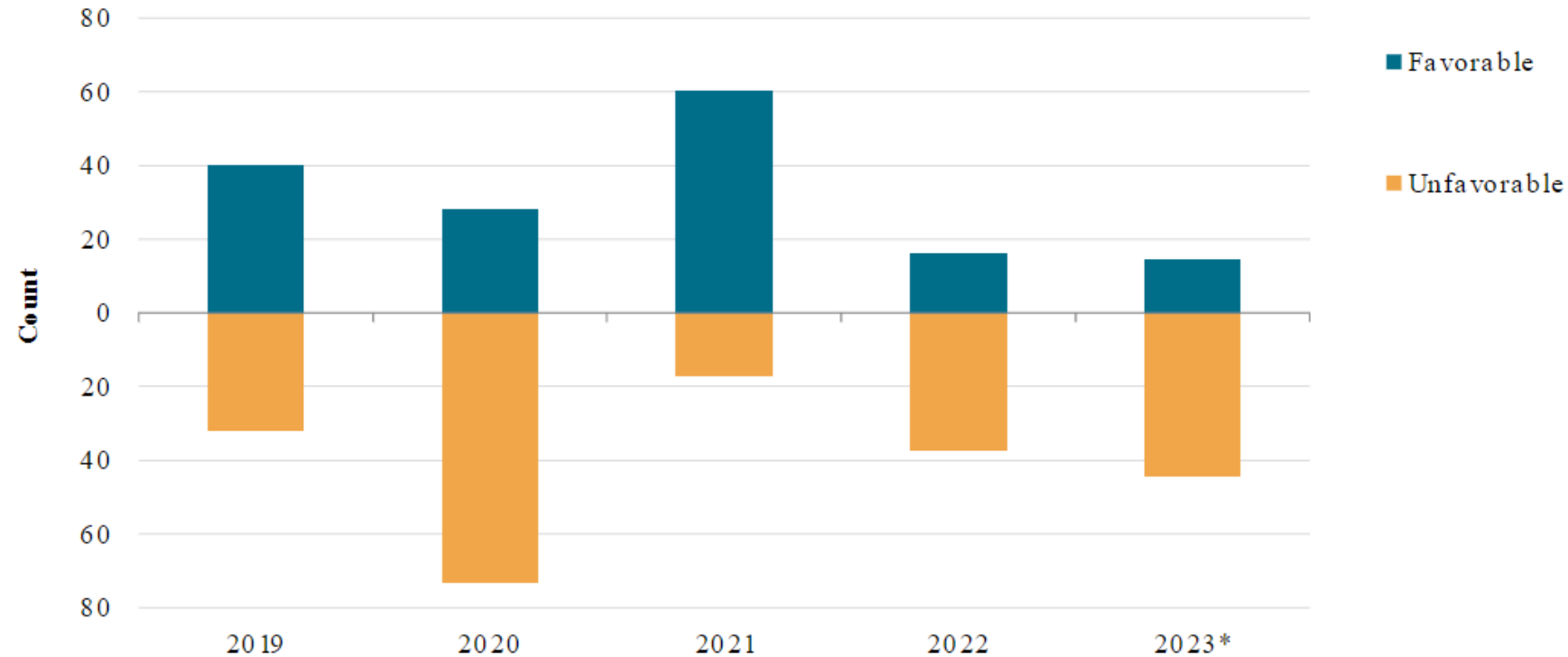
HEALTH INDUSTRY FACTORS THAT ARE DRIVING PARTNERSHIPS

INDUSTRY OVERVIEW: DECLINING MEDICARE MARGINS



2024 STATISTICAL ANALYSIS BASED ON 2023 DATA, CONT.

U.S. not-for-profit acute health care outlook revisions



*Through Oct. 31, 2023. Data is for all outlook revisions unaccompanied by a rating change. Favorable outlook revisions include stable to positive and negative to stable. Unfavorable outlook revisions include positive to stable, stable to negative, and positive to negative. Excludes outlook revisions to developing and ratings that were removed from CreditWatch. Copyright © 2023 by Standard & Poor's Financial Services LLC. All rights reserved.

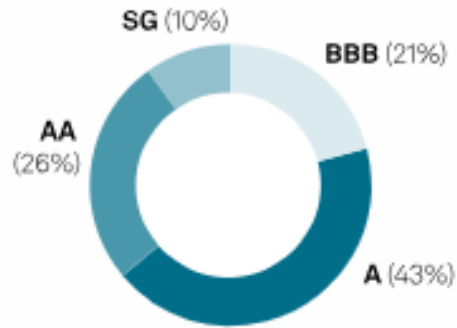


2024 STATISTICAL ANALYSIS BASED ON 2023 DATA

U.S. not-for-profit acute health care: by the numbers

Rated acute care provider characteristics

Rating category distribution



Outlook distribution



Rating and outlook actions

Downgrades to upgrades

4.4:1

Unfavorable to favorable outlook revisions

3.1:1

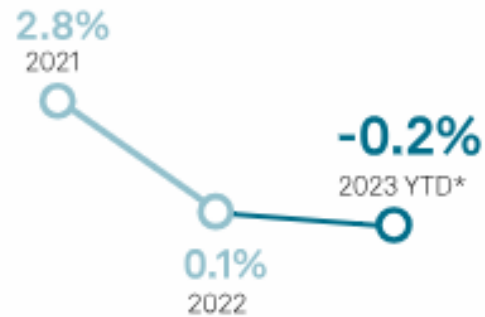
Key financial metrics



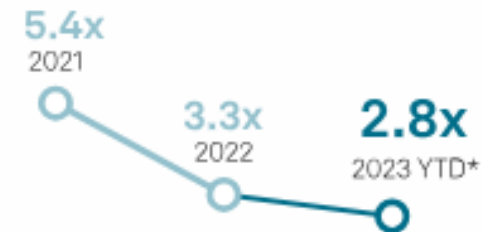
Median days' cash on hand



Median operating margin



Median MADS coverage



S&P Global Ratings' data as of Oct. 31, 2023. SG--Speculative-grade. MADS--Maximum annual debt coverage. Outlook distributions exclude two ratings with developing outlooks and one rating placed on CreditWatch. *Includes small sample size of available audits for 2023 and is not necessarily representative of all rated not-for-profit acute health care organizations. Sources: S&P Global Ratings; U.S. Bureau of Labor Statistics (seasonally adjusted data). Copyright © 2023 by Standard & Poor's Financial Services LLC. All rights reserved.

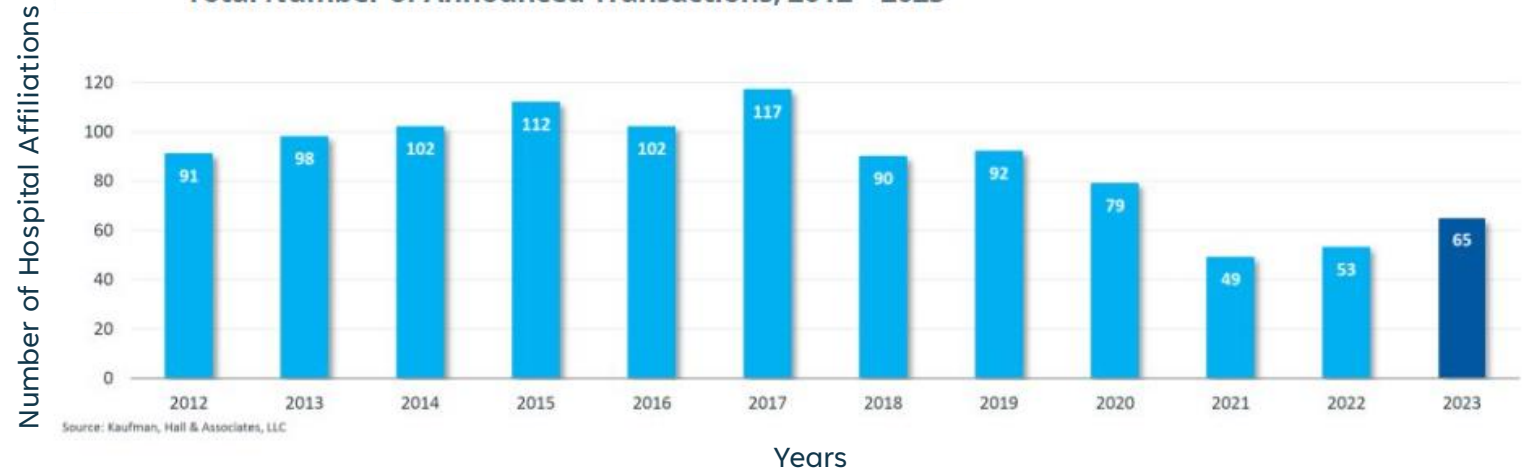


AFFILIATION DRIVERS: INDUSTRY RISKS

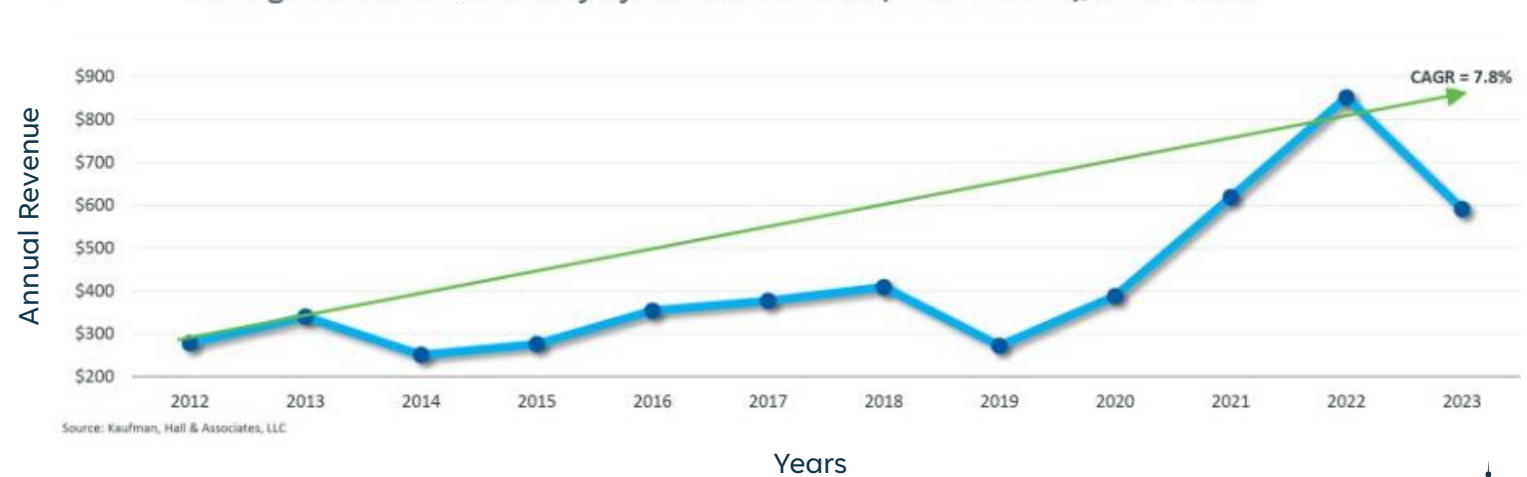
Catalysts

- Margin pressure
- Heightened competition
- Staffing crisis
- Rising bad debt from high-deductible health plans
- Declining inpatient admissions
- Changing payment models
- Quality initiatives
- Provider shortages
- Economies of skill

Total Number of Announced Transactions, 2012 - 2023



Average Size of Smaller Party by Annual Revenue (\$s in millions), 2012 - 2023





WHEN TO THINK ABOUT PARTNERSHIPS

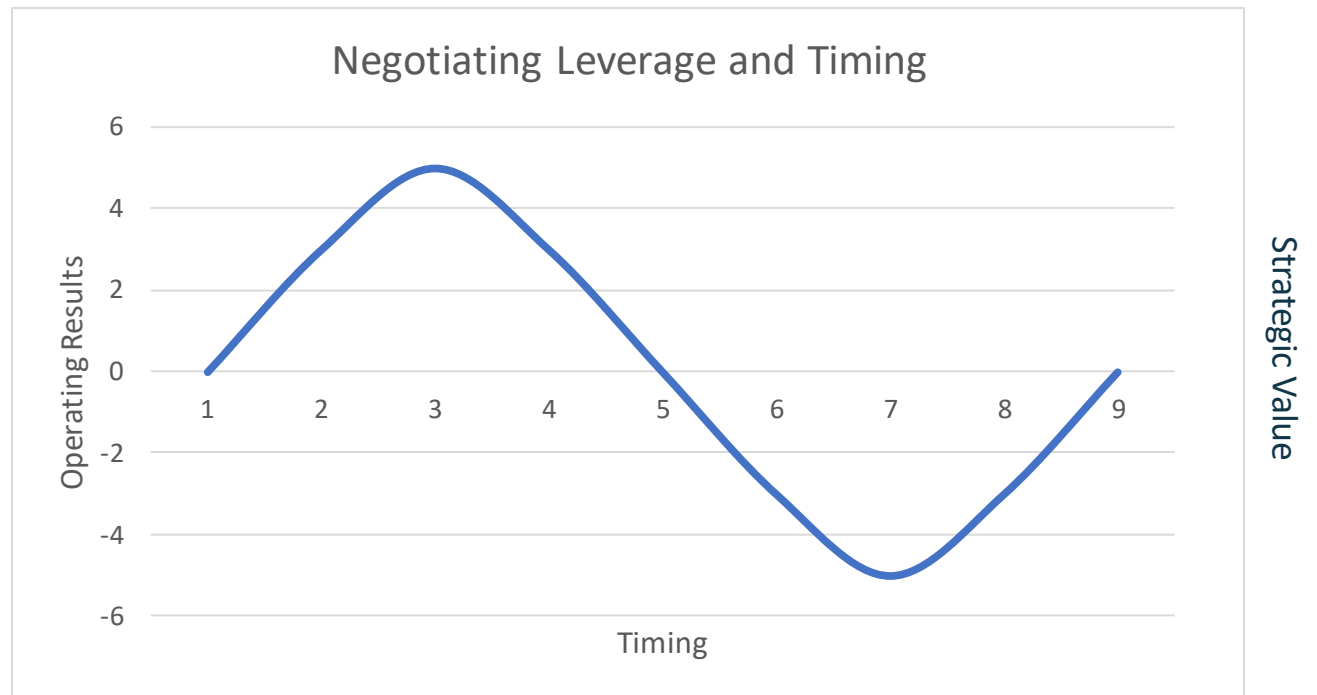
TIME IS NEVER A NEUTRAL FACTOR

A struggling hospital must weigh the pros and cons of the following timing factors:

Time to demonstrate results from a performance improvement plan

Time for major developments

Time for adverse market developments to have an effect (state and federal budgets, competitor response, etc.)



CASE STUDY: COST OF DELAY

- The hospital was a strong rural PPS health system facing major capital investment needs
- Previously, the rural system had affiliated its multi-specialty group with a regional health system with a strong track record of operating multi-specialty groups
- The rural system Board elected to defer a proposed affiliation that met substantially all their requirements and included a \$25M capital infusion toward investment needs
- 12 months later, the regional system had entered into other commitments and had to pull back their capital commitment
- Six months later, the rural system elected to affiliate on the same terms negotiated previously less the \$25M investment commitment
- **Time is never a neutral factor**



UNDERSTANDING THE RISKS

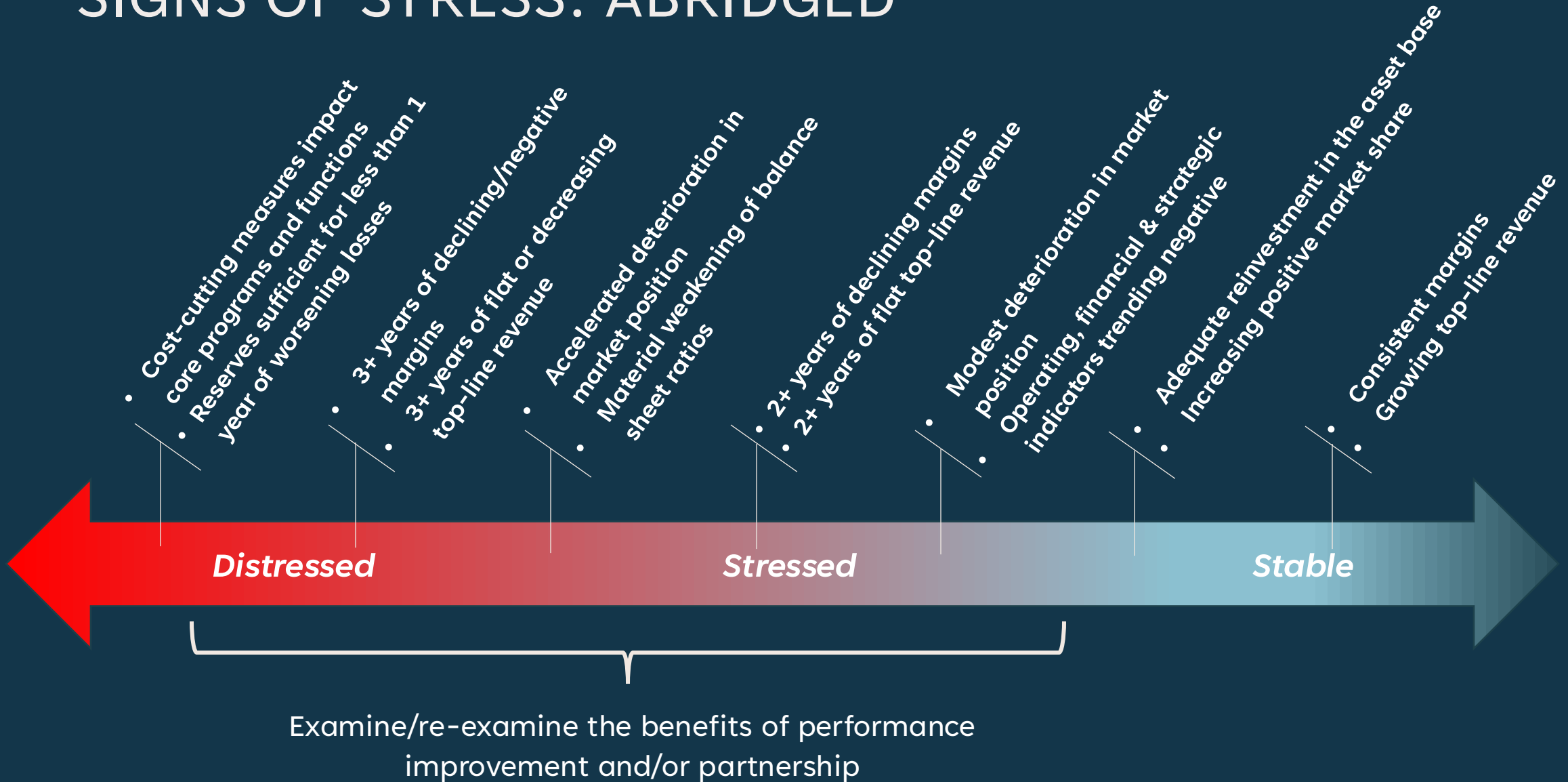
What is the best strategy to achieve mission and vision?
Independence vs. Affiliation/Partnership



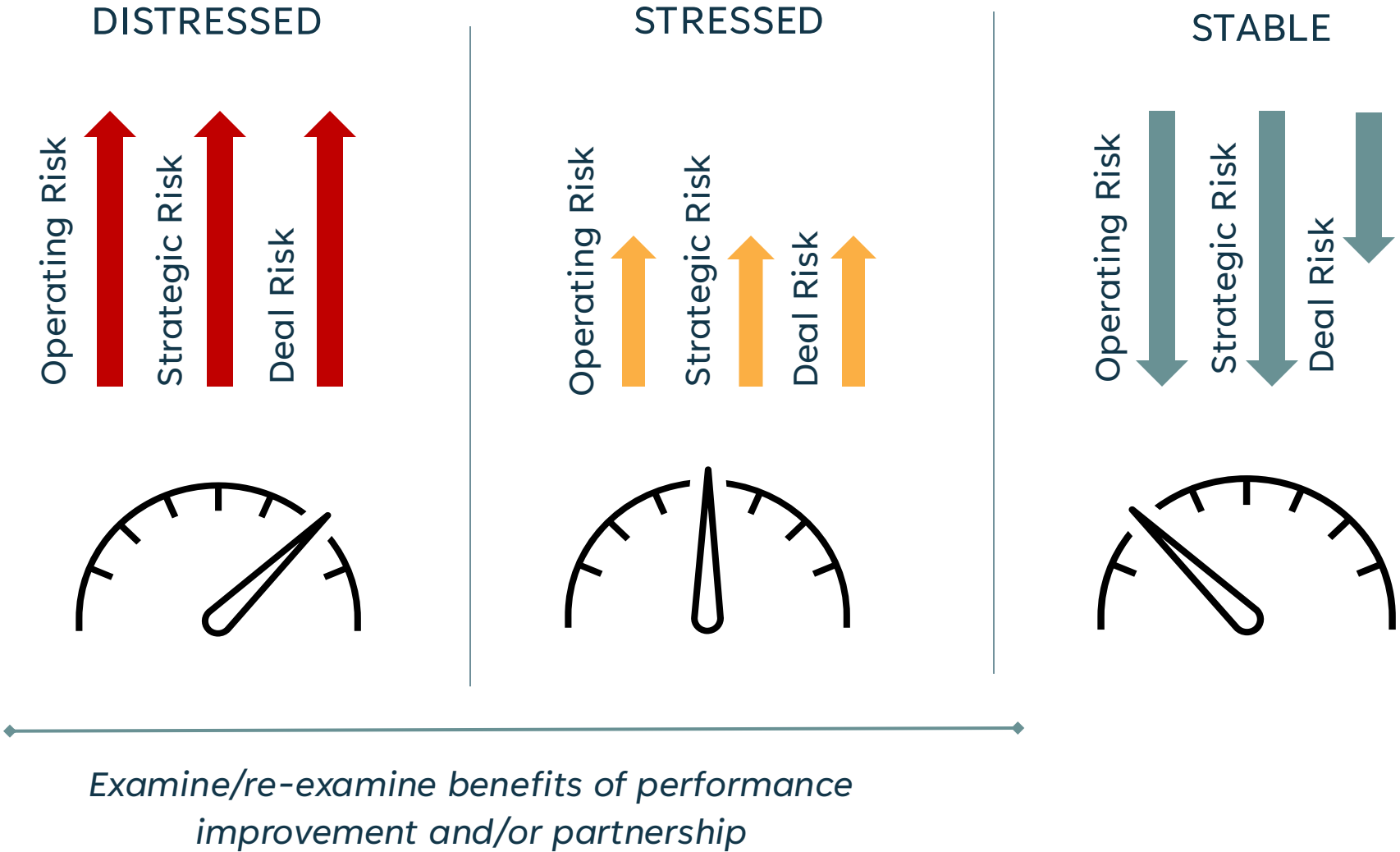
- How do you minimize Operating Risk?**
- **Accountability around strategic objectives** between the board, the management team, and the medical staff
 - Maintain annual **operating cash flows** at least equal to debt service plus 120% of depreciation expense
 - Create access to a **robust primary care base**
 - Achieve required value metrics re: **quality and cost** and selectively assume risk
 - Invest in a distributed and efficient **ambulatory network**

- How do you minimize Partner Risk?**
- Design a well-structured affiliation process with clear objectives
 - Select a **strategically aligned partner**
 - **Vet alternative partners' track records and capabilities**
 - Vet alternative **affiliation structures** for their fit with our strategic objectives
 - **Contractually enforceable key terms**
 - **Involve key stakeholders** from the beginning and emphasize communication
 - **Make candidates earn the right to be your partner**

SIGNS OF STRESS: ABRIDGED



HOW STRESS AND RISK ARE RELATED



FACTORS THAT AFFECT RISK



- The four risk domains depicted to the left describe the major sources of strategic risk in today’s environment
- Poor performance in one domain will have collateral or “spillover” effects on one or more of the other domains
- Key trends within each risk category should be monitored annually and long-term trends should be quantified. Over time, the cumulative impacts can be very significant.

Boards may not appreciate the cumulative effects of changes in risk factors that can take place over several years.



HOW TO ENSURE YOUR PARTNERSHIP CREATES VALUE

BUILDING PARTNERSHIPS AND TRUST

Board and stakeholder education

- What are the strategic risks facing the hospital?
- Understand the hallmarks of good governance and sound management

Develop a common fact base

- Quantify performance gaps
- Develop strategic objectives

Involve key leaders from boards and/or stakeholder groups

- Provide a format for communication and sharing of perspectives
- Engage around key issues and concerns
- Remove emotion and make objective data the basis for decisions
- Seek consensus vs. unanimity

Develop a shared vision for the future

- What key attributes do board members and key stakeholders want the organization to have in 5-10 years?

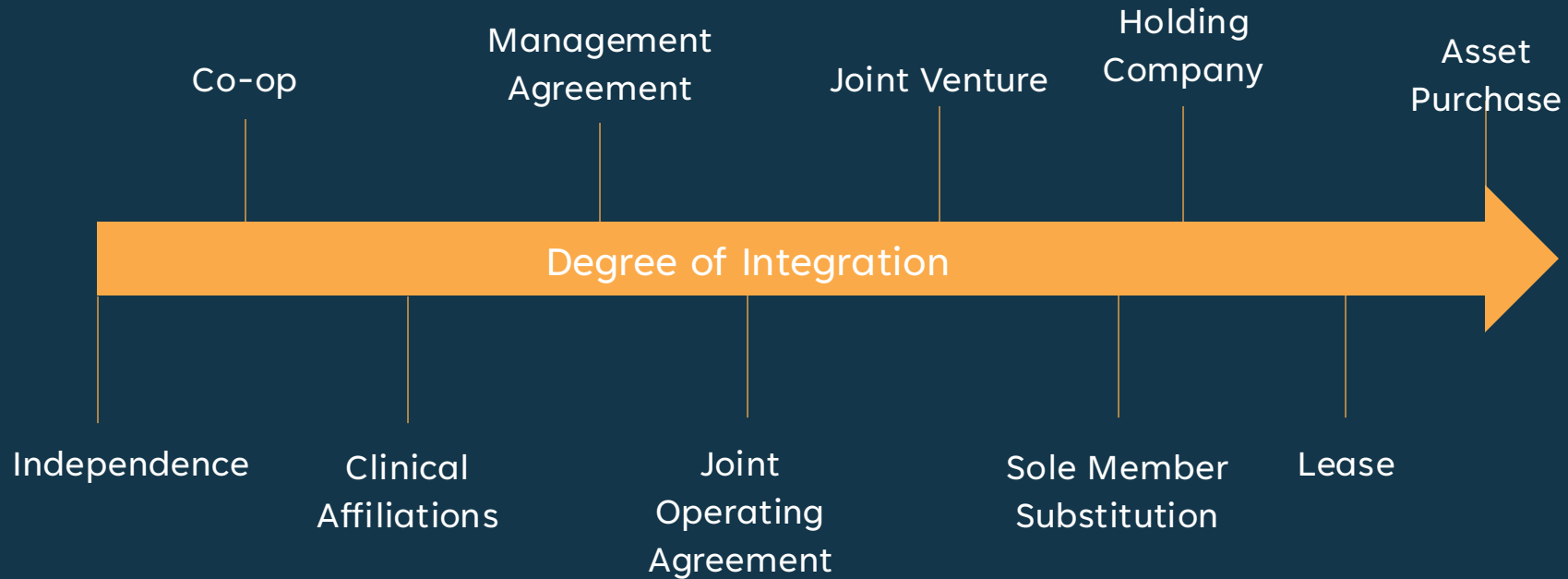
Don't lose sight of the fundamentals

- Sound governance and management
- Strategic alignment
- Operational performance



CONTINUUM OF PARTNERSHIP STRUCTURES

- There are a variety of partnership structures at different degrees of integration



VALUE LEVERS FOR RURAL HEALTH SYSTEMS

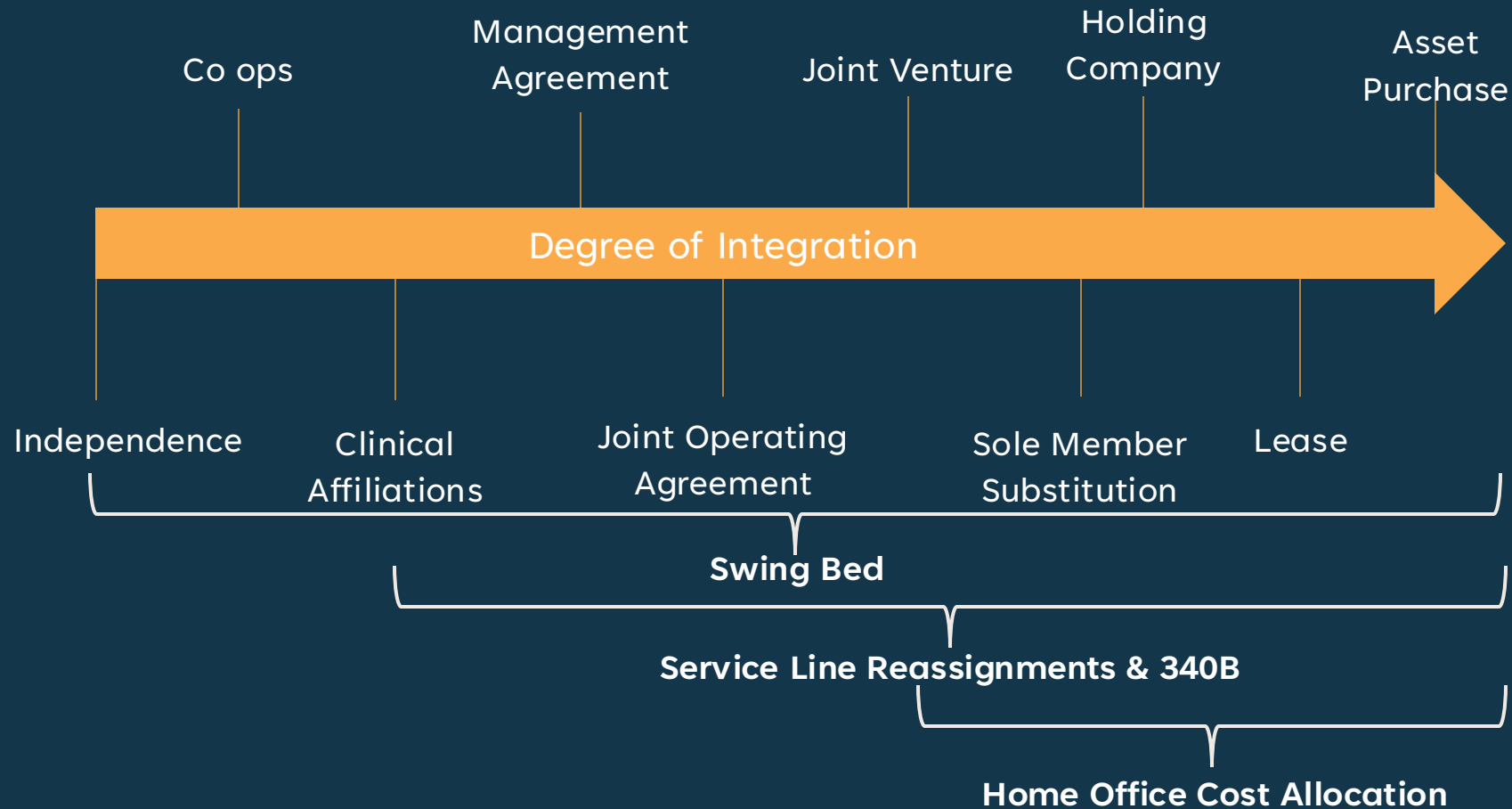


- The following value levers are often misunderstood or undervalued by existing and potential partners:
 - Cost-based payment
 - Cost report optimization opportunities
 - Home office cost allocation
 - Access to 340B
 - Swing beds
 - Rural health clinics (RHCs)
 - Decanting volume and utilizing Critical Access Hospitals (CAHs) as specialized components of the continuum of care
 - The value of attributed lives and a primary care base that is cash flow positive
 - The “true” value of incremental referrals



CONTINUUM OF PARTNERSHIP STRUCTURES

- There are a variety of partnership structures at different degrees of integration



PARTNERING IS NOT A RISK-FREE ENDEAVOR

PROSPECTIVE PARTNERS

- Vet and select a strategically aligned partner
- Assess their track record
- Select an affiliation structure that fits your strategic objectives and constraints
- Craft contractually enforceable terms that reflect the rural value proposition

EXISTING PARTNERS

- Ensure that your partner understands your value proposition
- Ensure your affiliation structure enhances the value provided by the partnership for both parties
- Identify and quantify any missed/potential opportunities
- Quantify the ROI of investments to reflect the unique rural value proposition



PROCESS FOR ENHANCING EXISTING PARTNERSHIPS

- Unleashing previously untapped value should benefit both the rural affiliate and the parent
- Quantify opportunities with a pragmatic and realistic mindset—do not overpromise and under-deliver
- Get some early wins on the board to build confidence and buy-in
- Prioritize opportunities based on:
 - Low cost to implement
 - Quick ROI/time for payback
 - Ability to execute
 - Value to partner, affiliate, and system
 - Strategic fit of the opportunity
- Focus on educating colleagues about recurring benefits and including benefits in future capital allocation decisions



PROCESS RECOMMENDATIONS FOR NEW PARTNERSHIPS

Have prospective partners compete for the privilege of being your partner

- Use the process to gather information about your options
- Use the process to educate prospective partners as to your value
- Assess whether a partner is willing to adjust terms and commitments to reflect the quantification of your value
- Leverage the analyses of your value, the competitive process, and the asymmetry of information to negotiate improved terms
- Evaluate prospective partners' track records with their rural affiliates
- Do not sign an exclusive Letter of Intent (LOI) until you have an acceptable term sheet in hand



CASE STUDY: QUANTIFYING YOUR VALUE

CAH was projected to have a negative cash balance within two years and needed to partner



Using the value levers, Stroudwater determined our client would be able to fund investments and increase operating performance by about \$670K annually through a partnership – net of debt service on \$3.6M of needed investments



As of April 2024, our client has signed an LOI with a preferred partner and is set to close on the definitive agreement on June 1, 2024



By quantifying the value levers, our client received robust proposals with strong commitments for the community



CASE STUDY: QUANTIFYING YOUR VALUE, CONT.

Performance Improvement Initiatives	Client
Swing Bed Estimate	\$ 120,000
340b Opportunity	\$ 250,000
Cost Report Opportunity	\$ 170,610
Home Office Cost Allocation Low Estimate	\$ 470,000
Home Office Cost Allocation High Estimate	\$ 780,000
Total Savings Low Estimate	\$ 1,010,610
Total Savings High Estimate	\$ 1,320,610

- The table to the left demonstrates the savings incurred by different value levers for our client
- The table below demonstrates the effect of the performance improvement initiatives on operating performance inclusive of required investments

Required Investment Over 5 Years	
Required Investment	3,587,639
Percentage Debt Financing	100%
Cost Based Reimbursement	40%

Projection Estimate

	Year 1	Year 5	Year 10	Year 15	Year 20	Year 25	Year 30	Year 35
Principal Balance Outstanding	\$ 3,587,639	\$ 3,114,290	\$ 2,491,503	\$ 1,684,434	\$ 777,344	\$ 350,054	\$ (0)	
Annual Depreciation Expense	\$ (160,148)	\$ (160,148)	\$ (160,148)	\$ (158,498)	\$ (140,165)	\$ (59,315)	\$ (39,254)	\$ -
Annual Interest Expense	\$ (195,209)	\$ (174,450)	\$ (141,196)	\$ (98,039)	\$ (48,818)	\$ (22,109)	\$ (2,340)	\$ -
Total Annual Depreciation Plus Interest	\$ (355,357)	\$ (334,598)	\$ (301,344)	\$ (256,537)	\$ (188,983)	\$ (81,424)	\$ (41,594)	\$ -
Incremental Cost-Based Payments	\$ 141,041	\$ 132,802	\$ 119,603	\$ 101,820	\$ 75,007	\$ 32,317	\$ 16,509	\$ -
Net Interest and Depreciation Cost	\$ (214,316)	\$ (201,796)	\$ (181,741)	\$ (154,718)	\$ (113,975)	\$ (49,107)	\$ (25,086)	\$ -
Annual Principal Payment	\$ (84,575)	\$ (105,334)	\$ (138,588)	\$ (179,596)	\$ (201,854)	\$ (95,084)	\$ (77,897)	\$ -
Total Annual Cost (after Cost Based Payment)	\$ (298,891)	\$ (307,130)	\$ (320,329)	\$ (334,314)	\$ (315,829)	\$ (144,191)	\$ (102,983)	\$ -
Projection Low Estimate								
Total Annual Operating Improvements	\$ 1,010,610	\$ 1,010,610	\$ 1,010,610	\$ 1,010,610	\$ 1,010,610	\$ 1,010,610	\$ 1,010,610	\$ 1,010,610
Net Change In Operating Performance - Low Estimate	\$ 711,719	\$ 703,480	\$ 690,281	\$ 676,296	\$ 694,781	\$ 866,419	\$ 907,627	\$ 1,010,610
Projection High Estimate								
Total Savings High Estimate	\$ 1,320,610	\$ 1,320,610	\$ 1,320,610	\$ 1,320,610	\$ 1,320,610	\$ 1,320,610	\$ 1,320,610	\$ 1,320,610
Net Change In Operating Performance - High Estimate	\$ 1,021,719	\$ 1,013,480	\$ 1,000,281	\$ 986,296	\$ 1,004,781	\$ 1,176,419	\$ 1,217,627	\$ 1,320,610





PARTNERSHIP PITFALLS AND HOW TO AVOID THEM

CASE STUDY: NON-COMPETITIVE PROCESS



A CAH retained Stroudwater to assist with a partnership process where the preferred partner had already been identified



The client had not run a competitive process. The preferred partner at the time was the third organization they had approached sequentially.



Due to the client's one-at-a-time approach, our client's leverage with negotiations was affected



Result: Without a competitive process, our client lost leverage, did not receive strong proposals, and missed out on capital and service continuation commitments



CASE STUDY: THE WRONG PREFERRED PARTNER

- A distressed Critical Access Hospital (CAH) had a preferred affiliation candidate identified and a signed letter of intent when they approached Stroudwater for assistance because the affiliation process was stalled
- Their preferred partner—a large regional referral center—did not understand the value proposition of having a CAH as part of their health system
- Stroudwater recommended that the client conduct a process to evaluate a broader selection of affiliation options alongside their preferred partner
- Stroudwater educated all interested parties about the unique value proposition of having a CAH affiliate (home office cost allocation, rural health clinics, 340B eligibility, swing beds, cost-based payment, etc.)
- Despite these education efforts, their prior exclusive prospective partner could not incorporate these value drivers into their proposal
- Thankfully, an alternative preferred partner emerged with previous experience with distressed rural hospitals, a track record of successful turnarounds, and expertise in operating rural affiliates
- Our client vetted its options and selected the newly identified partner based on its expertise, track record, and the quality of the terms of its proposal

CASE STUDY: THE WRONG PARTNER/STRUCTURE

- Two financially stressed rural health systems combined into a single health system using a joint operating agreement (JOA)
- The JOA agreement called for the members to share profits and losses, while member boards and assets remained separate
- The practical effect was that the member who lost more was owed a check by the member who lost less
- Resentment, distrust, and hostility became the common language at the combined system and on each member board
- Stroudwater was called in to "fix" this situation
 - **Goal 1: Avoiding bankruptcy of one member and forestalling litigation among the parties**
 - **Goal 2: Find a partner(s) that could recapitalize each member and enter into separate affiliation agreements with each member given the complete breakdown in trust**
- 18 months later, these goals were realized. Both communities maintained their health systems despite this multi-year misadventure.



BETTER DECISIONS FOR BETTER HEALTHCARE



The objective: to make the best decisions about resource allocation and performance evaluation to improve system performance and optimize access to needed healthcare services sustainably



Those decisions should be based upon:

Variable/incremental costs (20%) not reallocated fixed costs (80%)
Contribution margin – after variable costs are considered – 80%
Cost-based payment (for CAHs) is unique and should inform management decisions



Access to unique rural-based programs; don't take conventional wisdom as definitive



The value of incremental referrals and having an aligned primary care base that has positive cash flow



KEY TAKEAWAYS



**OPERATIONAL
PERFORMANCE IS
FOUNDATIONAL
TO ANY
STRATEGIC
OPTION**



**TIME IS NEVER
A NEUTRAL
FACTOR; DON'T
KICK THE CAN
DOWN THE
ROAD**



**KNOW YOUR
VALUE, DO THE
HOMEWORK**



**THERE ARE NO
RISK-FREE
STRATEGIC
OPTIONS**



**PROCESS,
PARTNER,
STRUCTURE,
TERMS**





THANK YOU

Jeffrey Sommer, Managing Director ▪ jsommer@stroudwater.com ▪ 207.221.8255

1685 Congress St. Suite 202

Portland, Maine 04102

www.stroudwater.com