The 2014 American Hospital Association Environmental Scan provides insight and information about market forces that have a high probability of affecting the health care field. It is designed to help hospital and health system leaders better understand the health care landscape and the critical issues and emerging trends their organizations likely will face in the foreseeable future. The 2014 Environmental Scan is compiled from nationally recognized sources with recommendations from AHA governance committees. The scan is produced by Gene J. O’Dell, the AHA’s vice president for strategic and business planning, with assistance from Donna J. Aspy, planning and operations manager, leadership and business development. Lee Ann Jarousse, H&HN’s senior editor of custom publications, edited the information.

- **Strategic planning is again the No. 1 trend among associations** [along with financial concerns] and continues to be a priority for most boards. More associations are using research, hard data and metrics, making for more realistic plans based on industry reality. (1)

- Many **younger members** think they can get most of what they need through social media channels and online resources. Hosting strong networks and content communities will be increasingly important to tether members to the association. (1)

- **Dues caps and maintaining fair dues structures continue to hinder trade associations** as more industry mergers and consolidations are on the horizon. Larger companies continue to leverage their participation, asking for more concessions and leadership participation. The association value equation stays front and center and will continue to play a key role in recruitment and retention efforts as members remain concerned with their pocketbooks. Associations continue to limp along with recruitment and retention efforts with many improving only slightly. (1)

- **Remarkable associations learn from and respond to change;** although willing to change, they also know what not to change. Their mission and purpose remain the touchstones. Members and mission are at the heart of remarkable associations, and member value is the blood that keeps the heart pumping. While seeking to build and maintain a strong relationship with their members, remarkable organizations never stop being inquisitive about how they can refine and enhance the value they provide. (2)

- **Data-driven strategies** refer to a continuous loop that remarkable associations tend to exhibit: they continually track member needs and issues as well as the wider environment, then collectively analyze the data to reach a shared understanding through asking, “What do we now know? What are we going to do about it?” These associations then incorporate the findings into their strategic and operational planning. (2)
The BYOD (bring your own device) revolution and patient demand.

- Mental benefits: improved access, cost efficiencies, improved quality of care, increased productivity.
- Medical benefits: improved access, lower costs, increased productivity.
- Engagement: increased patient satisfaction, improved outcomes.
- Revenue: increased revenue, improved efficiency, decreased costs.
- Access: increased access to care, decreased wait times, improved outcomes.
- Security: improved security, better protection of patient data.
- Compliance: improved compliance with regulations.
- Learning: improved learning opportunities, increased knowledge.
- Communication: improved communication with patients, increased efficiency.
- Efficiency: increased efficiency, decreased costs.
- Innovation: increased innovation, improved outcomes.
- Quality: increased quality of care, improved outcomes.
- Satisfaction: increased patient satisfaction, improved outcomes.
- Productivity: increased productivity, decreased costs.
- Engagement: increased patient engagement, improved outcomes.
- Access: increased access to care, decreased wait times, improved outcomes.
- Security: improved security, better protection of patient data.
- Compliance: improved compliance with regulations.
- Learning: improved learning opportunities, increased knowledge.
- Communication: improved communication with patients, increased efficiency.
- Efficiency: increased efficiency, decreased costs.
- Innovation: increased innovation, improved outcomes.
- Quality: increased quality of care, improved outcomes.
- Satisfaction: increased patient satisfaction, improved outcomes.
- Productivity: increased productivity, decreased costs.
- Engagement: increased patient engagement, improved outcomes.
- Access: increased access to care, decreased wait times, improved outcomes.
- Security: improved security, better protection of patient data.
- Compliance: improved compliance with regulations.
- Learning: improved learning opportunities, increased knowledge.
- Communication: improved communication with patients, increased efficiency.
- Efficiency: increased efficiency, decreased costs.
- Innovation: increased innovation, improved outcomes.
- Quality: increased quality of care, improved outcomes.
- Satisfaction: increased patient satisfaction, improved outcomes.
- Productivity: increased productivity, decreased costs.
- Engagement: increased patient engagement, improved outcomes.
- Access: increased access to care, decreased wait times, improved outcomes.
- Security: improved security, better protection of patient data.
- Compliance: improved compliance with regulations.
- Learning: improved learning opportunities, increased knowledge.
- Communication: improved communication with patients, increased efficiency.
- Efficiency: increased efficiency, decreased costs.
- Innovation: increased innovation, improved outcomes.
- Quality: increased quality of care, improved outcomes.
- Satisfaction: increased patient satisfaction, improved outcomes.
- Productivity: increased productivity, decreased costs.
- Engagement: increased patient engagement, improved outcomes.
- Access: increased access to care, decreased wait times, improved outcomes.
- Security: improved security, better protection of patient data.
- Compliance: improved compliance with regulations.
- Learning: improved learning opportunities, increased knowledge.
- Communication: improved communication with patients, increased efficiency.
- Efficiency: increased efficiency, decreased costs.
- Innovation: increased innovation, improved outcomes.
- Quality: increased quality of care, improved outcomes.
- Satisfaction: increased patient satisfaction, improved outcomes.
- Productivity: increased productivity, decreased costs.
- Engagement: increased patient engagement, improved outcomes.
- Access: increased access to care, decreased wait times, improved outcomes.
- Security: improved security, better protection of patient data.
- Compliance: improved compliance with regulations.
- Learning: improved learning opportunities, increased knowledge.
- Communication: improved communication with patients, increased efficiency.
- Efficiency: increased efficiency, decreased costs.
- Innovation: increased innovation, improved outcomes.
- Quality: increased quality of care, improved outcomes.
- Satisfaction: increased patient satisfaction, improved outcomes.
- Productivity: increased productivity, decreased costs.
- Engagement: increased patient engagement, improved outcomes.
- Access: increased access to care, decreased wait times, improved outcomes.
- Security: improved security, better protection of patient data.
- Compliance: improved compliance with regulations.
- Learning: improved learning opportunities, increased knowledge.
- Communication: improved communication with patients, increased efficiency.
- Efficiency: increased efficiency, decreased costs.
- Innovation: increased innovation, improved outcomes.
- Quality: increased quality of care, improved outcomes.
- Satisfaction: increased patient satisfaction, improved outcomes.
- Productivity: increased productivity, decreased costs.
- Engagement: increased patient engagement, improved outcomes.
- Access: increased access to care, decreased wait times, improved outcomes.
- Security: improved security, better protection of patient data.
- Compliance: improved compliance with regulations.
- Learning: improved learning opportunities, increased knowledge.
- Communication: improved communication with patients, increased efficiency.
- Efficiency: increased efficiency, decreased costs.
- Innovation: increased innovation, improved outcomes.
- Quality: increased quality of care, improved outcomes.
- Satisfaction: increased patient satisfaction, improved outcomes.
- Productivity: increased productivity, decreased costs.
- Engagement: increased patient engagement, improved outcomes.
- Access: increased access to care, decreased wait times, improved outcomes.
- Security: improved security, better protection of patient data.
- Compliance: improved compliance with regulations.
- Learning: improved learning opportunities, increased knowledge.
- Communication: improved communication with patients, increased efficiency.
- Efficiency: increased efficiency, decreased costs.
- Innovation: increased innovation, improved outcomes.
- Quality: increased quality of care, improved outcomes.
- Satisfaction: increased patient satisfaction, improved outcomes.
- Productivity: increased productivity, decreased costs.
- Engagement: increased patient engagement, improved outcomes.
- Access: increased access to care, decreased wait times, improved outcomes.
- Security: improved security, better protection of patient data.
- Compliance: improved compliance with regulations.
- Learning: improved learning opportunities, increased knowledge.
- Communication: improved communication with patients, increased efficiency.
It is noted that hospital providers have a growing interest in accountable care organizations (ACOs), which have the potential to improve care and reduce cost. However, ACOs are only one part of the solution. To achieve these goals, hospitals need to develop strategies to reduce variation that increases costs.

- **Electronic Health Records (EHRs)**: EHRs can improve care coordination and patient engagement by providing access to medical records and facilitating communication among healthcare providers. However, EHRs can also lead to increased costs due to the need for training and maintenance.

- **Population Health Management**: This approach focuses on improving health outcomes for populations rather than individuals. It involves identifying and addressing the root causes of health problems, such as poverty and lack of access to healthcare services. Population health management can be implemented through community-based initiatives, such as health education programs and disease management programs.

- **Value-Based Payment (VBP)**: VBP is a payment model that rewards hospitals for improving the quality of care and reducing healthcare costs. VBP programs are designed to encourage hospitals to adopt evidence-based practices and improve outcomes. The VBP program is expected to grow in the coming years, as more hospitals are required to report on quality measures.

- **Provider Organizations & Physicians Information Technology & eHealth**: With the increasing adoption of EHRs and other technology, providers are gaining access to new data and tools to improve care delivery. However, the transition to electronic health records is not without challenges, such as interoperability and data security.

- **Political Issues**: The political landscape is a key factor in healthcare reform. As policymakers grapple to rein in federal spending, they should focus on the following two interconnected issues: (1) the need to reduce healthcare costs and (2) the need to improve the quality of care. To address these issues, policymakers need to consider the role of technology, such as EHRs and telemedicine, in improving care delivery and reducing costs.

- **Information Technology & eHealth**: Information technology is going to be the major platform or the canvas for the next two years, as policymakers grapple to rein in federal spending. As the industry moves towards value-based care, the role of technology is expected to grow in importance. However, the transition to electronic health records is not without challenges, such as interoperability and data security.

- **Quality & Patient Safety**: Quality and patient safety are critical issues in healthcare reform. As policymakers grapple to rein in federal spending, they should focus on the following two interconnected issues: (1) the need to reduce healthcare costs and (2) the need to improve the quality of care. To address these issues, policymakers need to consider the role of technology, such as EHRs and telemedicine, in improving care delivery and reducing costs.
• Tablet and other mobile technology may help to put actionable intelligence out in the hands of more physicians and patients. Waller posits that personal devices present an opportunity for the kind of self-care systems. which therapies provide the highest overall value to patients and health systems. delivering real insights into optimizing care management and evaluating and genetic data, financial data and electronic patient-reported data toing patient-specific longitudinal EHR data coming together with genomic

Science & Technology

• Polls indicate that while the United States is already struggling to meet patients’ needs. Solutions that increase access, as well as models of care that improve coordination and efficiency of care, are now critical. The rapid pace of innovation in EHRs, mobile devices and Internet devices is driving physicians to use more consumer tools. For many, access to technology is more work in the delivery of care than it is providing better care. Today’s health care environments require that physicians connect directly with patients and caregivers. Today’s health care environments require that physicians connect directly with patients and caregivers.

• Higherksen, call center analytics and data mining in the call center are now in use at 50 percent of health care companies. The ROI for good call center solutions is 300 percent in the first year of implementation and 500 percent by the second year.

• Proactively managing consumers to take charge of their health care is key to the success of any health care system. Companies are recognizing that their patients are becoming more active in their health care and are now prioritizing consumer engagement.

• Real-world analytics are among the proverbial big data, is driving decision-making across business services and consumer-facing models. We are now seeing customers and consumers demand the same insights that their businesses need. The insights from real-time data analysis are creating new revenue streams and making new models of engagement.

• Doing a good job in managing chronic disease processes care and wellness programs improves health and lowers costs. While chronic illness patients are at the highest risk for hospitalization and mortality, real-time data analytics can optimize care management and reduce the risk of hospitalization. 99

Human Resources

• Payors are backing the United States is already struggling to meet patients’ needs. Solutions that increase access, as well as models of care that improve coordination and efficiency of care, are now critical. The rapid pace of innovation in EHRs, mobile devices and Internet devices is driving physicians to use more consumer tools. For many, access to technology is more work in the delivery of care than it is providing better care. Today’s health care environments require that physicians connect directly with patients and caregivers. Today’s health care environments require that physicians connect directly with patients and caregivers.

• Integrating payment and patient engagement in the delivery of health services and patient outcomes, to enable more informed decision-making and self-management activities

• Patient engagement, decision-making and self-management activities can lead to improved health outcomes and lower costs. Payroll deductions paid toward wellness programs, such as fitness classes, smoking cessation programs, and weight loss programs, can lead to improved health outcomes and lower costs. Payroll deductions paid toward wellness programs, such as fitness classes, smoking cessation programs, and weight loss programs, can lead to improved health outcomes and lower costs.

• Employers should explore incentives for health promotion programs, such as an opt-out strategy for health promotion programs, that will engage employees and provide tangible benefits for employers. Incentives should be designed to be attractive and to the individual level, such as a personal fitness program or a health coaching program.

• The Centers for Medicare & Medicaid Services are projecting lower health spending over the rest of the decade ($275 billion lower than pre-reform predictions with a 4 percent annual growth rate). Already, spending is far below the trajectory projected by the Affordable Care Act. Cuts in Medicare spending are projected to result from implementation of the Affordable Care Act. Cuts in Medicare spending are projected to result from implementation of the Affordable Care Act.

• Medicare patients with a growing prevalence of chronic conditions and the need for more comprehensive care will be more dependent on the individual level, such as a personal fitness program or a health coaching program.

• Real-world analytics can improve patient outcomes and reduce costs. Real-world analytics can improve patient outcomes and reduce costs. Real-world analytics can improve patient outcomes and reduce costs.

Economy & Finance

• The Centers for Medicare & Medicaid Services are projecting lower health spending over the rest of the decade ($275 billion lower than pre-reform predictions with a 4 percent annual growth rate). Already, spending is far below the trajectory projected by the Affordable Care Act. Cuts in Medicare spending are projected to result from implementation of the Affordable Care Act. Cuts in Medicare spending are projected to result from implementation of the Affordable Care Act.


LEADERSHIP THAT INSPIRES TEAM PERFORMANCE.
SUCCESSFULLY NAVIGATE CHANGE.

Bottom-line efficiencies start at the top. And no one’s been placing more top-level healthcare executives than B. E. Smith. Our leaders are pressure-proven in creating stability and inspiring performance, no matter how turbulent the waters.

PRESSURE PROVEN
INTERIM LEADERSHIP | EXECUTIVE SEARCH | MANAGEMENT CONSULTING