Anatomy of an Outbreak: Part 3
The world digs in, suppliers step up, and clinicians answer the call

April 2, 2020
Today’s Research Expert

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Vice President, Executive Insights

Christopher oversees all senior executive research at Advisory Board, and is responsible for developing the research perspective, official point of view, and overall Advisory Board message to executives from across the health care sector.

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Death rate grows in U.S., but China clearly over the hump

New deaths with coronavirus in the past week, by number of days since 20 deaths in one week\textsuperscript{1,2}

2. Each data point = sum of new deaths across the last 7 days.

White House Press Conference
March 31, 2020

“I want every American to be prepared for the hard days that lie ahead. We’re going to go through a very tough two weeks.”

- PRESIDENT DONALD TRUMP

100-240K Projected COVID-19-related deaths in the U.S.
WITH continued social distancing

1.5-2.2M Worst-case scenario of COVID-19-related deaths that would have happened in the U.S. WITHOUT any social distancing

Coronavirus cases in the United States
Current as of April 1, 2020

Current COVID-19 cases
- At least 188,247 cases
- 76,030 cases in New York
- At least 3,921 deaths

Estimate of possible effects
- 96 million cases
- 4.8 million hospitalizations
- 480,000 deaths

Overall U.S. ICU capacity greater than most countries
But geographic bed distribution leaves many areas with severe shortage

### Total number of critical care beds per 100,000

<table>
<thead>
<tr>
<th>Country</th>
<th>Beds per 100,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>34.7</td>
</tr>
<tr>
<td>Germany</td>
<td>29.2</td>
</tr>
<tr>
<td>Italy</td>
<td>12.5</td>
</tr>
<tr>
<td>France</td>
<td>11.6</td>
</tr>
<tr>
<td>South Korea</td>
<td>10.6</td>
</tr>
<tr>
<td>Spain</td>
<td>9.7</td>
</tr>
<tr>
<td>Japan</td>
<td>7.3</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>6.6</td>
</tr>
<tr>
<td>China</td>
<td>3.6</td>
</tr>
<tr>
<td>India</td>
<td>2.3</td>
</tr>
</tbody>
</table>

### ICU beds per 100,000 people aged 60 and older

- **Less prepared**
  - Everett, WA: 54 beds
  - Sioux Falls, SD: 58 beds
  - Lubbock, TX: 242 beds

- **More prepared**
  - Chicago, IL: 211 beds
  - Fort Meyers, FL: 57 beds
  - Reno, NV: 214 beds

Some states entering tough period
Access to resources and capacity varies widely

Projected ICU bed shortage and dates of peak resource use by state

Updated April 1, 2020

States with greatest predicted peak ventilator demand

- New York: 9,055
- Tennessee: 2,318
- Texas: 1,975
- Michigan: 1,798
- Florida: 1,594

States with least predicted peak ventilator demand

- Vermont: 27
- Wyoming: 53
- North Dakota: 59
- Alaska: 60
- South Dakota: 72

Physician supply could be limiting factor for ICU care
Maryland is the only state with ample supply of critical care providers

Projected critical care physician shortage by state

Updated March 31, 2020

Strategies to increase capacity of critical care physicians

- Allow physicians with active COVID-19 to provide care via tele-ICU
- Permit physicians who have only completed one year of critical care fellowship to work independently
- Waive U.S. licensing rules to allow additional international tele-ICU coverage
- Recruit retired critical care physicians to re-enter the workforce
- Consider alternate standards of care for patients with very poor prognoses

Source: Array Advisors Projects Massive Shortage of Critical Care Physicians Due to COVID-19, Array Advisors, March 31, 2020.

1. Based on peak demand for critical care physicians under stretch staffing ratios.
Aggressive social distancing slowing the spread
New Rochelle and Seattle’s early steps paying dividends

Initial steps to limit the spread of COVID-19

Early closures

**New Rochelle**
March 12th created “Containment Zone,” shuts down schools, places of worship, and large gatherings in 1 mile radius around epicenter

**Washington State**
Banned gatherings of 250+ and closed schools between March 11th and 13th

Comprehensive testing

**New Rochelle**
Quickly created a drive-through testing site and sent health care workers to test quarantined individuals in their homes

**Washington State**
State that has performed the second highest number of tests, after New York State

Virus spread slowing

**38**
Number of new cases in New Rochelle county in last four days combined

**2.7 to 1.4**
Drop in number of people that each COVID-19 positive patient infected in early March to April

Early social distancing vital to flattening the curve

New COVID-19 deaths per day in Michigan and California

<table>
<thead>
<tr>
<th>Death rate per 100,000 residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michigan¹</td>
</tr>
<tr>
<td>California¹</td>
</tr>
<tr>
<td>New York City²</td>
</tr>
<tr>
<td>China²</td>
</tr>
<tr>
<td>Italy²</td>
</tr>
<tr>
<td>Spain²</td>
</tr>
<tr>
<td>South Korea²</td>
</tr>
</tbody>
</table>

1. Projected.
2. As of April 1, 2020.

Source: IHME, COVID-19 Projections, April 2020

March 15: CA issues stay at home order
March 24: MI issues stay at home order
March 19: CA issues stay at home order

April 10: Deaths in MI peak at 177 per day
April 28: Deaths in CA peak at 122 per day

Source: Advisory Board interviews and analysis.
The economy responds to suppression strategies
An exceptionally rapid market reaction to locking down economic activity

S&P 500 performance

6.6 million
Record number of jobless claims in the first week following national social-distancing measures enacted following outbreak, up from previous record of 3.3 million the prior week

12%-24%
Estimated drop in U.S. GDP in second quarter of 2020

Source: “S&P 500 (^GSPC),” Yahoo Finance, 2020; CNN; Goldman Sachs predicts 2.25 million Americans filed initial unemployment claims this week, the highest on record, March 2020.
Contact tracing a powerful measure to track spread of virus
But surveillance tactics raise concerns about personal privacy

Countries successful at containment used contact tracing

South Korea
- Government created map of coronavirus carriers using...
  - Credit card transactions
  - CCTV video
  - Smartphone location
- South Koreans receive new geographically linked alerts about those who have been infected

Singapore
- TraceTogether app uses Bluetooth signals between cell phones to see if potential carriers of virus have been in contact with other people

Will Western countries follow suit?

United Kingdom
- Government considering creating its own tracing app, similar to Singaporean model
  - App would record GPS location
  - If patient starts feeling ill, they would use app to request home test
  - If test is positive, instant signal sent to everyone in recent contact

Privacy concerns currently present strongest barrier

Outbreak prompts historic stimulus package
$2T CARES Act aims to address economic fallout associated with the pandemic

Major provisions and funding allocations of CARES Act

**Businesses**
- ~$450B for corporate assistance
- ~$350B for small business loans (could include physician practices)

**States**
- ~$150B for aid to states
- Authorizes Treasury Secretary to make loans to states

**Individuals**
- ~$300B for household payments
- ~$250B for unemployment insurance

**Health care industry**
- ~$130B for providers and suppliers
- Regulatory relief and support

Health care provisions largely offer near-term direction, relief
Congress focuses on most pressing needs—and defers to HHS on many details

**HOSPITALS**
- $100B provider fund (shared)
- Medicare add-on payment
- Accelerated Medicare prepayments
- Relaxed telehealth requirements
- Suspension of Medicare sequestration¹

**PHYSICIANS**
- $100B provider fund (shared)
- Expansion of small business loans
- Accelerated Medicare prepayments
- Relaxed telehealth requirements
- Suspension of Medicare sequestration¹

**POST-ACUTE CARE**
- $100B provider fund (shared)
- Funding for infection control, construction, and telehealth expansion efforts
- Relaxed admissions requirements
- Suspension of Medicare sequestration¹

**PAYERS**
- COVID-related coverage requirements
- Flexibilities for telehealth coverage
- Extended definition of “uninsured” to include those with plans w/o EHB

**PHARMA & DEVICE**
- Incentives for pharma to develop therapies for COVID-19
- Incentives for device manufacturers to increase production

**HEALTH TECH**
- $200M to support the expansion of telehealth
- Relaxed telehealth requirements
- Increased telehealth reimbursement

¹ From May 1, 2020 through December 31, 2020.
CARES Act pushes widespread adoption of telehealth
More restrictions lifted, but not much money invested

- New policies to expand consumer access to telehealth
  - New patients are eligible for telehealth services—no existing relationship with a provider required
  - HDHPs and HSAs can cover telehealth visits before members have met deductibles

- New initiatives to study broader applications of telehealth
  - HHS Secretary directed to consider telehealth applications for home health
  - Previous legislation amended to produce evidence-based demonstration of telehealth impact on access to care

$200 million available for telehealth investment—all of it going to the FCC

- No direct financial support to providers for telehealth in CARES, but...
  - FCC chairman proposes to use CARES funding to help eligible providers buy telehealth equipment and services

Three areas where AI is already adding value

And where it has promise but limitations (not enough data)

**Identifying and protecting vulnerable populations**

- Medical Home Network is using AI to identify at-risk Medicaid patients and conduct outreach
- Clinical AI vendor Jvion released a Community Vulnerability Map to estimate population risk of severe outcomes by census block

**Chatbot screening and triage for simple cases**

- OSF HealthCare added a COVID-19 feature to their existing chatbot “Clare” to screen patients and direct them to care settings
- Providence St. Joseph Health augmented their chatbot “Grace” with a COVID-19 tool in three days

**Remote patient monitoring to expand capacity**

- Sheba Medical Center in Israel converted staff dorms and a parking garage into COVID-19 care units; AI-powered sensors under pillows track vitals, predict complications (respiratory failure, sepsis), and notify providers

Where AI falls short

**Early detection and diagnosis** requires more COVID-19 imaging data. Current datasets are skewed towards severe cases.

**Predicting the exact path of the disease** is difficult as long as we lack sufficient testing resources to have accurate disease counts.

How far will $100 billion go?  
CARES Act provides funding for COVID-19-related expenses and lost revenue

Public Health and Social Services Emergency Fund

- Includes $100 billion fund to reimburse “eligible providers” for health care expenses or lost revenue due to COVID-19
- Eligible providers include public entities, Medicare or Medicaid enrolled suppliers and providers, non-profit entities, and for-profit entities that provide diagnoses, testing, or care for individuals with possible or actual cases of COVID-19
- Funds can also be used to build temporary facilities, retrofit facilities, lease property, procure supplies, and increase workforce and trainings
- Providers can submit applications; HHS will review and distribute payment on a rolling basis

Providers set up to compete for available funds

- Broad definition of eligible providers means that hospitals, physicians, ASCs, post-acute providers, and others will compete for funding
- Unclear whether funds will be distributed based on relative need or on a first come, first served basis

DATA SPOTLIGHT

Total hospital industry revenues per month

≈$100B

Health care industry will require additional support
CARES Act insufficient to mitigate long-term financial impact of pandemic

Provisions that are not included in the CARES Act

Guidance on how aid should be distributed across stakeholders

- Does not specify how to distribute funds between eligible providers
- Does not specify how funds allocated to restocking the Strategic National Stockpile will be distributed across various drugs, devices, and markets

Support beyond initial emergency period

- Does not extend provisions to health plans to help with high claim expenses from the pandemic
- Does not provide subsidies for COBRA coverage or other provisions to expand insurance coverage to the increasing number of unemployed individuals

Structural changes for long-standing challenges

- Does not address surprise billing and care from out-of-network providers
- Does not address the cost of prescription drugs
- Does not create a reimbursement model for remote patient monitoring

CMS follows CARES Act with temporary regulatory relief
Changes aim to ensure ability to absorb surge of COVID-19 patients

1. Unlocking capacity outside the hospital
   - Allows hospitals to transfer patients to non-hospital facilities and still receive hospital payments under Medicare
   - Loose regulations for ambulances to transfer patients under non-emergency conditions

2. Expanding the healthcare workforce
   - Permits hospitals to provide additional benefits for staff (food, laundry, childcare)
   - Eases process to enroll as Medicare provider
   - Expands the use of verbal physician orders

3. Removing documentation requirements
   - Eliminates paper work requirements that are not critical to patient care
   - Suspends data collection from providers during emergency period

4. Promoting telehealth in Medicare
   - Adds 80 reimbursable telehealth services
   - Provides reimbursement telehealth visits with audio phones only
   - Approves remote patient monitoring for COVID-19 and non-COVID-19 conditions

“Do your planning now”
EvergreenHealth CNO's advice to hospitals bracing for COVID-19 surge

Lessons learned from EvergreenHealth’s COVID-19 surge

Activate your incident command center
Clarify centralized decision making structures and processes to allow nimble organizational response

Invest in internal-external communication strategy
Ensure accurate, timely, and regular information to employees and external stakeholders, community

Create discharge support for COVID patients
Reach out to local post-acute providers to ensure readiness: access to PPE, staff skills, standardized transfer and care protocols

Support frontline, leader well-being
Develop guidelines for employee testing; support emotional needs and resilience of all staff, including managers

FOR FULL Q&A see advisory.com/daily-briefing

Source: EvergreenHealth, Kirkland, WA.
NY deploys variety of strategies to increase clinician supply

Sampling of strategies deployed by New York to increase clinician supply

- Asking retired medical professionals to volunteer
- Relaxing licensure requirements for out-of-state clinicians
- Allowing NPs to practice without physician oversight
- Allowing students to volunteer without a clinical affiliation agreements
- Removing limits on working hours for physicians
- Allowing foreign graduates\(^1\) to provide care without licenses

Over 70,000 medical volunteers answer the call

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nurses</td>
<td>30,000+</td>
</tr>
<tr>
<td>Mental health professionals</td>
<td>12,000+</td>
</tr>
<tr>
<td>Physicians</td>
<td>8,000+</td>
</tr>
<tr>
<td>Licensed Practical Nurses</td>
<td>6,000+</td>
</tr>
<tr>
<td>Nurse Practitioners</td>
<td>3,000+</td>
</tr>
<tr>
<td>Physician Assistants</td>
<td>1,000+</td>
</tr>
</tbody>
</table>


1. with at least one year of graduate medical education.
## Emerging strategies to find capacity outside of hospital walls

<table>
<thead>
<tr>
<th>Non-hospital health care facilities</th>
<th>Non-health care facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Designate off-site screening and treatment centers</strong>: urgent care centers can absorb COVID testing responsibilities or serve as respiratory illness-only clinics</td>
<td><strong>Repurpose hotels, dorms to house patients</strong>: Facilities have existing private rooms, bathrooms, laundry, cleaning, food service capabilities</td>
</tr>
<tr>
<td><strong>Transition specific patients or services to other care sites</strong>: ASCs can absorb specific urgent surgical and medical volumes</td>
<td><strong>Build treatment space within convention centers, arenas, stadiums</strong>: Existing infrastructure, workforce allows for quick repurposing to large treatment facility</td>
</tr>
<tr>
<td><strong>Lean on primary care providers for non-urgent issues</strong>: PCPs can manage ongoing primary care needs via telehealth</td>
<td><strong>Create testing, treatment sites in large open spaces (parks, fields, parking lots)</strong>: Allows hospitals to utilize open space close to existing facilities to streamline patient, staff transfer</td>
</tr>
</tbody>
</table>

To access a COVID-19 checklist to expand capacity, visit advisory.com/covid19
Patient profile a key driver of alternative facility strategy

Clinical considerations

• Are they a COVID-19 or non-COVID-19 patient?
• If yes, are they mild to moderate, severe or critical?
• If mild, can they self manage or do they need home health support?
• If moderate, do they need a hospital bed?
• For severe/critical patients, do they require ICU or ventilator support?
• Are they recovering, but still contagious?
• Can they be stepped down to a less intense site of care?
• If non-COVID, what type of support is needed?

Facility considerations

• Where do we have capacity (e.g. ICUs, ACSs, or alternates)?
• Have we considered the airflow, gas, and suction needs?
• How are you organizing your critical care and support staff to care to manage the various patient groups?
• Where will patients present and do you have a way to transfer or triage to other sites?
• How will you manage your supply chain?
• What leadership is needed to help stand up and operationalize these sites?

Advisory Board interviews and analysis.
Creative strategies to combat PPE shortages
Health systems reuse—and replace—masks and shields

**Strategies to extend PPE use**

- **University of Nebraska Medical Center**: Sterilizing respirators using ultraviolet irradiation.
- **Duke Health**: Using vaporized hydrogen peroxide to sanitize N95s.
- **Atrium Health**: Moved IV pumps and ventilator control panels out of COVID+ rooms to decrease PPE use by 70%.

**Create PPE alternatives**

- **Boston Children’s**: Respirator mask made from an anesthesia mask, ventilator inline bacterial or viral filter, and elastic straps.
- **Providence Health**: Face shields made from military-grade vinyl, industrial tape, foam, and elastic.
- **Henry Ford Health System**: Prototype facemask made from surgical wrap material.
- **Providence Health**: Respirator mask made from an anesthesia mask, ventilator inline bacterial or viral filter, and elastic straps.
- **University of Nebraska Medical Center**: Using vaporized hydrogen peroxide to sanitize N95s.
- **Atrium Health**: Moved IV pumps and ventilator control panels out of COVID+ rooms to decrease PPE use by 70%.
A closer look at two strategies for PPE reuse
Duke, UNMC deploy strategies to disinfect masks

Duke Health

The method:
Specialized equipment vaporizes hydrogen peroxide, which permeates the layers of the mask to eliminate the virus without degrading the mask material.

Evidence:
FDA-funded study demonstrated N95 respirators still met performance requirements after decontamination with hydrogen peroxide vapor in the laboratory setting over 50 times.

University of Nebraska Medical Center

The method:
UNMC staff hang N95 respirators on wires in a room with two UV light towers. UV lights are turned on for three to five minutes to decontaminate masks, which can be reused multiple times.

Evidence:
A literature review by UNMC showed ultraviolet germicidal irradiation (UVGI) inactivates human respiratory viruses, including coronaviruses, on N95 models without affecting fit and filtration.
Light at the end of the tunnel?
Private companies, government primed to bring critical supplies to front lines

Making creative alternatives
Sea-Long Medical Systems increases production of FDA-approved, helmet-style ventilation devices for $162

Scaling N95 mask production
3M doubled production of N95 masks to 100M/month and plans to produce 2B in the next year

Ramping up vent production
Ford and GE will produce 50,000 ventilators over the next 100 days, and 30,000/month more if necessary

Receiving critical supplies
22 flights from China will bring millions of N95 masks, gowns, thermometers, and face masks to the US

Supply- and equipment-related concerns

Is the production timeline too little too late?
How can suppliers and the federal government appropriately allocate to communities?
How can we mitigate shortages of associated supplies?

Race against the clock
Ventilator complexity could mean hospitals don’t get items in time

Ventilator production process

<table>
<thead>
<tr>
<th>Announce production</th>
<th>Train technicians</th>
<th>Test quality control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retool manufacturing plant</td>
<td>Acquire hundreds of parts</td>
<td>Distribute to providers</td>
</tr>
</tbody>
</table>

Production timeline reality

Ford plans on starting ventilator production the week of April 20th

University of Washington researchers project resource peak on April 16th

U.S. lacks clear guidance on allocation, distribution

Seeing increased competition for supplies and equipment at all levels

Supplier, distributor challenges

- No insight into areas, organizations with highest need
- Miscommunication within government agencies (e.g., DoD, FEMA, HHS) on how to allocate vents

“It’s really the allocation piece that’s most important to us right now because we just cannot and never will have a window into what the most urgent need is.”

Scott Whitaker, Chief Executive
Advanced Medical Technology Association

“Have” vs. “have-not” dilemma

“Haves”
- **CA**: Gov. Newsom worked with Bloom Energy to ramp up ventilator production; Newsom challenged Elon Musk to donate 1,200 ventilators
- **NY/NJ/CT**: Supplies from first Shanghai flight allocated to tri-state area including 12M gloves, 130,000 N95 masks, 1.7M surgical masks, 50,000 gowns, 130,000 hand sanitizer units, and 36,000 thermometers

“Have nots”
- **LA**: Received just 1.6% of the ventilators it requested from various vendors and manufacturers
- **MT**: Received just 16% of the PPE it requested from the national stockpile; competing with federal orders for supplies
- **TX**: Rural hospitals only have about two ventilators per hospital
- **CA**: Smaller counties’ hospitals, like in San Mateo, can only acquire 20% of the needed PPE

What’s next on the shortage horizon?
Products in demand now create trickle down effects throughout supply chain

**Ventilator demand**

**Ventilator accessories shortages**

<table>
<thead>
<tr>
<th>Item in potential shortage</th>
<th>Potential solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tubing connectors</td>
<td>FDA EUA¹</td>
</tr>
<tr>
<td>Valves</td>
<td>3D printing</td>
</tr>
<tr>
<td>Accessories</td>
<td>FDA EUA</td>
</tr>
<tr>
<td>Mobile carts</td>
<td>Increase production</td>
</tr>
</tbody>
</table>

**Ventilator medication-related shortages**

<table>
<thead>
<tr>
<th>Drug category</th>
<th>Demand increase</th>
<th>Fill rate decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sedatives, anesthetics (e.g., ketamine, propofol)</td>
<td>51%</td>
<td>63%</td>
</tr>
<tr>
<td>Analgesics (e.g., fentanyl, morphine)</td>
<td>67%</td>
<td>73%</td>
</tr>
<tr>
<td>Neuromuscular blockers (e.g., vecuronium)</td>
<td>39%</td>
<td>70%</td>
</tr>
</tbody>
</table>


¹ U.S. Food and Drug Administration Emergency Use Authorization.
Testing (finally) accelerates, surpassing 1M mark
Limiting factors include state variability and U.S. labs’ processing capacity

COVID-19 tests performed in United States, by day

<table>
<thead>
<tr>
<th>Date</th>
<th>Tests Performed</th>
<th>Positives</th>
</tr>
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<tbody>
<tr>
<td>4-Mar</td>
<td>200,000</td>
<td>20,000</td>
</tr>
<tr>
<td>5-Mar</td>
<td>300,000</td>
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<tr>
<td>6-Mar</td>
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<td>8-Mar</td>
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<td>9-Mar</td>
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<td>19-Mar</td>
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<td>31-Mar</td>
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<td>290,000</td>
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<tr>
<td>1-Apr</td>
<td>3,000,000</td>
<td>300,000</td>
</tr>
</tbody>
</table>

1,209,647 TOTAL TESTED
210,770 POSITIVES

State COVID-19 testing rates per 1000 population

<table>
<thead>
<tr>
<th>State</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>NY</td>
<td>11.4</td>
</tr>
<tr>
<td>LA</td>
<td>9.8</td>
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<tr>
<td>WA</td>
<td>9.8</td>
</tr>
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CAUTION
Processing capacity bottleneck
Surge in test volumes has overwhelmed the lab industry, raising concerns about national processing capacity (for PCR⁡) as the latest rate-limiting factor to scale testing.

1. As of April 2, 2020, 8:45 AM EST
2. Polymerase chain reaction, the predominant method for current COVID-19 tests

Test diversification is key to maintain testing capacity
But innovations under way are not currently positioned to meet needs

**Expansion of processing options for existing tests**

Companies that have already deployed tests are adapting them to run on additional processing systems or using additional specimens

**Examples:**
- Quidel Corporation
  - Three additional processing systems, two additional specimen sites
- Thermo Fisher Scientific

**Introduction of point-of-care testing that doesn’t require offsite lab processing**

Companies are deploying tests for use at common testing sites such as urgent care clinics, emergency departments, physicians offices, and temporary screening facilities

**Examples:**
- Mesa Biotech’s Accula
- Abbott’s ID NOW
  - Plans to deploy 50k tests/day

**Development of new testing options**

- **At-home tests** could allow for rapid scale, but are currently unfeasible to scale due to discomfort of collection process, instability of the virus
- **Antibody testing** is not right for diagnostic use: it shows whether the body has fought covid-19, but does not detect presence of the virus

Hospitals finances starting to feel COVID effect
No organization or region is immune to margin impacts

Furlough non-COVID-19 staff
- Prisma Health
- Boston Medical Center
- Bon Secours Mercy Health
- Baptist Health

Cut physician salaries
- Mercy Health
- Intermountain Health
- UBMD Internal Medicine

Pare back employee benefits
- Beth Israel Deaconess Medical Center
- Alteon Health
- Tenet Health

Seeking relief in the CARES Act
- Health systems making immediate changes to remain sustainable may demonstrate acute need for part of $100 billion fund in CARES Act
- Health systems may qualify for $500 billion corporate relief fund that is available for organizations that have incurred losses that jeopardize their businesses, although requires executive pay limits

Source: 10 hospitals furloughing staff in response to COVID-19, Becker’s Healthcare, March 30, 2020; Bon Secours, Boston Medical among hospitals forced to furlough workers due to COVID-19, Fierce Healthcare, March 31, 2020; Hospitals may be eligible for $500 billion fund with executive pay limits, Modern Healthcare, April 1, 2020.
Preemptive cancellations dig a big financial hole
Volume crash a necessary and painful consequence of distancing, preparation

Scenario (typical of experience observed to date)

- 1,000-bed health system with 2 ambulatory surgical centers and $1.2B in annual patient revenue
- All elective procedures prospectively cancelled over 3 months across all sites of care
- Outpatient revenue reduced by half

$145.3 M (51%) reduction in quarterly revenue

The short term financial situation will be BETTER in cases where:

- Elective shutdown is shorter than 3 months
- ASCs allowed and responsibly able to continue operations
- Lower initial mix of elective services (but would limit ability to treat COVID-19)

The short term financial situation will be WORSE in cases where:

- Initial case mix disproportionately weighted toward elective services
- Additional volume loss attributable to social distancing (e.g. less influenza, fewer car accidents or other trauma, missed diagnostics and subsequent treatment)
- Employment losses drive down utilization and payer mix in near term (virtually inevitable in longer term)
- Nonoperating income losses, reduced philanthropy play major roles
COVID-19 revenues *might* make up difference, but when?
Moderately severe COVID-19 scenario still entails immediate cash crunch

**Severe, Concentrated COVID-19 Scenario**
- 1,000-bed system treats 10,000 hospitalized COVID-19 cases over 3 months
- Peak of 2,200 cases in week 8 (i.e. system is surging significantly beyond normal capacity)
- Average revenue per COVID-19 case: $15,664

$156.7 M in COVID-19 revenue
- Wild cards:
  - Actual DRG mix of IP cases
  - Further changes to payment rates, including by commercial payers

The COVID-19 caseload needed to make up for lost revenue from elective procedures and other reduced demand is well beyond system capacity—implying need for large surge expenditures

Note the revenue shortfall in the first weeks of the scenario—if elective shutdowns and reduced demand precede significant COVID-19 caseload, even by a few weeks, cash flow challenge will be immense and immediate.
Things are not entirely out of health systems’ control
Level-headed planning and sharp execution will minimize losses, set up for gains

Immediate: Cash crunch
Challenge: Sudden evaporation of major revenue streams coupled with preparatory surge expenditures

Imperatives:
- Meet mission: public health and safety come first
- Activate alternative sites of care, e.g. virtual channels, outlying facilities
- Establish/draw on credit as appropriate
- Minimize any unnecessary outflows

Imminent: COVID-19 crunch
Challenge: Massive case mix shift to low- or negative-margin medical care overwhelming capacity

Imperatives:
- Configure to accept as much of COVID-19 demand surge as possible
- Minimize any unnecessary complications or inefficiencies (for all conditions) to preserve resources
- Code and document as well as possible given circumstances—payment will depend heavily on it

Looming: Competitive crunch
Challenge: Providers scrambling to capture pent-up demand and additional funding in aftermath of COVID-19

Imperatives (start now):
- Beat COVID-19! The first safe areas will get first dibs on pending surgeries
- Have a plan for identifying and recapturing delayed/cancelled cases
- Prioritize provider wellbeing—accommodating pent-up demand will take a healthy, engaged workforce—right when everyone needs a vacation.
- Keep your receipts--$100B in federal funding available to reimburse surge capacity expenses
COVID-19 poised to have lasting impact on industry
Beyond immediate financial impact, a long list of potential strategic implications

How will COVID-19 impact…

…the demographic makeup of the US—and future demand?

…site-of-care shifts, including to virtual channels?

…demand for behavioral health services?

…the purchaser landscape and the nation’s payer mix?

…perception of government’s role in health care?

…employers’ health benefits strategies?

…the competitive landscape efforts to “disrupt” the industry?

…public perception of industry stakeholders?

…future fundraising and philanthropy efforts?

…the U.S.’ approach to post-acute and long-term care?

…the industry’s transition to risk-based payment?

…perceptions of the value of systemness and scale?

…the structure of the U.S. health care supply chain?

…the pharma, device, and tech innovation pipelines?

…the future of the clinical workforce?

…the perception of government’s role in health care?

…the future of the clinical workforce?
## Coronavirus scenario planning guide
12 situations hospital leaders should prepare for

### FACILITY CAPACITY & SUPPLIES

1. Demand surge stresses capacity across inpatient units, with deepest strains in critical care.
2. Shortages of testing supplies impede ability to accurately diagnose patients and contain virus spread.
3. Local stores of prevention protection supplies are depleted, limiting the ability of hospitals to contain virus spread and protect workers.

### STAFF CAPACITY & RESILIENCE

4. Pronounced staff shortages among both clinical and non-clinical personnel limit effective capacity.
5. Staff across the organization experience stress, anxiety, and burnout.
6. Rapidly changing conditions necessitate that staff receive essential training and frequent, accurate updates.

### COMMUNITY COORDINATION

7. Emergent issues require swift coordination with other providers in the local health care ecosystem—especially primary care and post-acute care providers.
8. Facility access for visitors and suppliers must be carefully managed to prevent virus spread.
9. Concerned patients overwhelm access points across the system, limiting ability to identify and treat infected patients.
10. Uninfected yet vulnerable populations with chronic conditions will experience gaps in care management—and underestimate their virus risk.

### FINANCIAL MANAGEMENT

11. A disruption in the supply of drugs and other non-virus-related medical supplies—combined with sudden labor shortages—rapidly increases operating expenses.
12. Sudden margin pressures and a broader economic downturn threaten medium-term financial sustainability.

To learn more about these scenarios and review questions for pressure testing your strategy, visit [advisory.com/covid-19](advisory.com/covid-19)
Your top resources for COVID-19 readiness

**CDC and WHO Guidelines**
Compiles evidence-based information on hospital and personnel preparedness, COVID-19 infection control recommendations, clinical guidelines, and case trackers

**Coronavirus scenario planning**
Explores twelve situations hospital leaders should prepare for and helps hospital leadership teams pressure test the comprehensiveness of their preparedness planning efforts and check for blind spots

**Managing clinical capacity**
Examines best practices for creating flexible nursing capacity, maximizing hospital throughput in times of high demand, increasing access channels, deploying telehealth capabilities, and engaging clinicians as they deal with intense workloads

**How COVID-19 is transforming telehealth—now and in the future**
Explores how telehealth is being deployed against COVID-19 and essential next steps for telehealth implementation

To access the top COVID-19 resources, visit advisory.com/covid-19
Meet our experts

Christopher Kerns
Vice President, Executive Insights

Christopher oversees all senior executive research at Advisory Board, and is responsible for developing the research perspective, official point of view, and overall Advisory Board message to executives from across the health care sector.

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