

2023

# Health Care Business **Executive Playbook**



Examining health care leaders' strategic plans and how AHA Associates can support them for success

## INTRODUCTION

Even with the worst of the COVID-19 pandemic behind us, health care organizations continue to face significant challenges that jeopardize access to care for patients and communities. Addressing workforce issues and financial difficulties top the list of the most immediate priorities but, over the next year, there many others that hospital executives will focus on.

The health care workforce is exhausted — physically and mentally. More than 100,000 nurses left the profession in 2021, and nearly 70% said they experience verbal abuse on the job, notes an April 2022 Health Affairs [report](#).

At the same time, inflation and cost increases for essential medical supplies, drugs and labor have reached historic highs. More than half of all hospitals were projected to operate at a financial loss in 2022, according to a Kaufman Hall [analysis](#). And experts anticipate that the 2023 financial outlook for many hospitals also will be difficult.

That said, the AHA's mission to advance health for all communities has never been more critical. Likewise, the need for provider organizations to innovate, particularly through partnerships, has never been greater.

### INSIGHT



# 63%

of physicians  
reported  
feeling  
**burned out**

## INTRODUCTION

### Hospitals need your help.

Our members cannot solve these issues alone. Partnerships are essential to their success. Leaders will be engaging stakeholders across the health care ecosystem, including:

- **Higher-education institutions**
- **Commercial payers**
- **Tech companies**
- **Drug manufacturers**
- **Peer-provider organizations**
- **Consumers**







PRIORITY

2

## Conquering Digital Health's Potential

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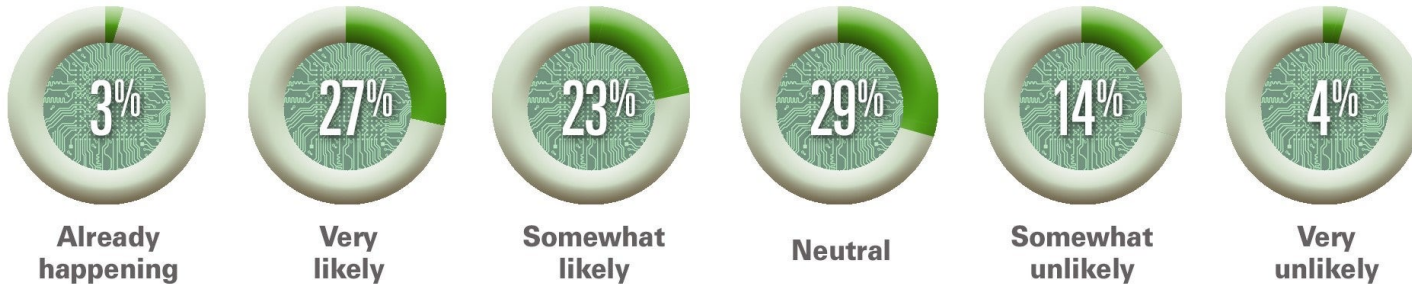
Providers will lean hard on innovation to achieve greater efficiency, security

## Providers leverage AI to improve diagnostics, decision-making and care

Hospitals continue to make greater use of AI to help clinicians gain insights and improve health outcomes. The next five years will be critical to building the infrastructure needed to support AI technology.

### FUTURESCAN 2023 SURVEY RESULTS: **ARTIFICIAL INTELLIGENCE**

Health care executives from across the nation were asked how likely it is that by 2028 a federal regulatory body will determine that AI for clinical care delivery augmentation (e.g., assisted diagnosis and prescription, personalized medication and care) is safe for use by our hospital or health systems.



Source: *FutureScan 2023*, American Hospital Association

## KEY TAKEAWAYS

### 1 Help hospitals fulfill AI's promise.

Deployment of medical AI systems in routine clinical care presents an important, yet largely unfulfilled, opportunity as the provider community navigates the complex ethical issues that can arise from using this technology.

Hospitals and health systems will need products and services to help process data rapidly and deliver meaningful insights to clinicians in real time. The greatest potential for AI in the next five years will be in human-centered design.

### 2 Patient navigation is a rising priority.

As hospitals and health systems face greater competition from retailers who are transforming care delivery and making it easier to connect with primary care physicians, they will need to prioritize getting patients in the door. Making patient portals easier to use, optimizing EHRs to improve patient handling and offering intuitive patient navigation solutions will become higher priorities.

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