



CPAs & BUSINESS ADVISORS

The Health Resources and Services Administration (HRSA), Department of Health and Human Services (HHS) provided financial support for this Rural Healthcare Provider Transition Project. The award provided 100% of total costs and totaled \$892,562. The contents are those of the author. They may not reflect the policies of HRSA, HHS, or the U.S. Government.

RURAL HEALTH FINANCIAL IMPROVEMENT THROUGH A POPULATION HEALTH AND COMMUNITY FOCUS

May 2025

DISCLAIMER

This presentation is presented with the understanding that the information contained does not constitute legal, accounting or other professional advice. It is not intended to be responsive to any individual situation or concerns, as the contents of this presentation are intended for general information purposes only. Viewers are urged not to act upon the information contained in this presentation without first consulting competent legal, accounting or other professional advice regarding implications of a particular factual situation. Questions and additional information can be submitted to your Eide Bailly representative, or to the presenter of this session.



PRESENTER



Ralph Llewellyn

Partner/Critical Access Hospitals Industry Leader
Fargo, ND

LEARNING OBJECTIVES

- Learn about population health practices that can be employed to drive local volumes for existing patients.
- Identify how a focus on the community can lead to increased market share/volumes.
- Learn how total cost of population healthcare can decrease while the local providers volumes and revenues increase.

CURRENT STATUS OF THE INDUSTRY

- Volumes are dropping
- Challenges with payors
 - Denials
 - Preauthorizations
 - Payment levels



THE SEARCH FOR VOLUMES

- New service lines
 - Intense focus
 - Positive but costly?
 - Staffing?



POPULATION HEALTH – WHY THE FUSS?

- Push to reduce the overall cost of healthcare and health of the population.
- How do you sell the population health concept when the goal appears to be to lower costs and volumes.....



THE VOLUME PROPOSITION

- Methodologies to grow revenues
 - Collect for the work you are already doing
 - Add service lines
 - Increase market share for current service lines



THE VOLUME PROPOSITION

- Collect for the work you are already doing



THE VOLUME PROPOSITION — ADDED SERVICES

- Providers
- Specialties
 - Infusion/Chemo
 - Cardiac Cath
 - Radiation Oncology
 - Neurology
 - Psych
- Capital Cost
- Staffing.....



THE VOLUME PROPOSITION

- Increase market share for current service lines
 - Let's discuss leakage.....
 - Volume exists
 - I am not capturing it
 - What if I could increase volumes by doing more with the resources I already have?



UTILIZING POPULATION HEALTH TECHNIQUES TO DRIVE VOLUME

- Key concept
 - Population health focuses on controlling **total** cost of care.
 - Does require cost reductions for all providers
 - Provides opportunities for many providers
 - The key is **total** cost



UTILIZING POPULATION HEALTH TECHNIQUES TO DRIVE VOLUME

- Available services
 - Annual Wellness Services
 - Drives significant number of preventative services
 - Many with little or no out of pocket costs
 - Drives earlier detection
 - Drives local services
 - Think all ages
 - DO NOT FOCUS SOLELY ON AWV PAYMENT LEVEL



UTILIZING POPULATION HEALTH TECHNIQUES TO DRIVE VOLUME

- Available services
 - Transitional Care
 - Drives brand loyalty
 - Chronic Care Management
 - Drives good volumes
 - Drives brand loyalty
 - In office versus emergency room/urgent care
 - Think access.....
 - Drives brand loyalty



BENEFITS OF UTILIZING POPULATION HEALTH TECHNIQUES

- Adds volume to local (and often preexisting) services
- Drives decrease in **total** costs
 - Inpatient (some local)
 - Pharmaceuticals
 - Major procedures
 - Ambulance
 - Emergency room
- Moves costs from the back end to the front end of care



POPULATION HEALTH

LOCAL HOSPITAL

- Primary care
- Specialty care
- Less invasive care
- Proactive care
- Lower cost care

LARGER/COMPETITOR HOSPITALS

- Primary care
- Specialty care
- More invasive care
- Reactive care
- High cost care

OTHER PROVIDERS

- Pharmacy
- Ambulance
- Reactive care
- High cost care

THE CONTROL OF COSTS – THE MOVE FROM BACK TO FRONT

- Current spend
 - Local - \$25
 - Larger/Competitor Hospitals - \$40
 - Other Providers - \$35
 - Total spend - \$100
- Updated spend
 - Local - \$35
 - Larger/Competitor Hospitals - \$30
 - Other Providers - \$30
 - Total spend - \$95



FINANCIAL IMPROVEMENT NEXT STEPS

- Address the non-population opportunities
 - Collect for the work you are already doing
 - Service lines
- Increase market share for current service lines
- Create and implement a population health strategy

POPULATION HEALTH STRATEGY

- Educate your organization about the opportunities
- Inventory current population health strategy and services
- Identify opportunities/strategies to expand through population health concepts
- Learn billing and coverage requirements
- Reeducate your organization
- Implement updated strategy
- Report
- Adjust as appropriate





QUESTIONS?

THANK YOU!

Ralph J. Llewellyn, CPA

Partner

rllewellyn@eidebailly.com

701.239.8594



CPAs & BUSINESS ADVISORS



CPAs & BUSINESS ADVISORS

Find us online:



eidebailly.com