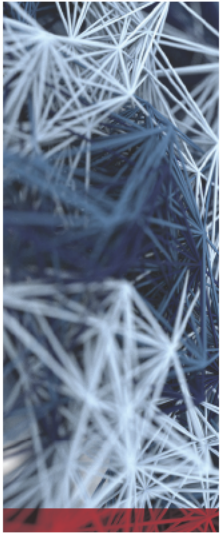


Portfolio Optimization in a Pandemic: Tactics for Healthcare Leaders



COVID-19 financial headwinds, declining reimbursement, volume- to value-based transitions, and consumer expectations have contributed to shifting services within health system portfolios compelling the assessment of core and non-core assets. Comprehensive development and evaluation of service lines across the continuum of care are essential to ensure they align with market and margin goals.

Organizations can assess their market position and strategy effectively through a detailed review of financial performance, competitive landscape, and network integrity. This process is forward looking and should tie directly to the strategic planning process. Organizations should establish calendars for six-month lookbacks on new programs, new business modeling, and divestiture scenario planning. They should also utilize quantitative factors to understand market demographics within their service areas and compare to the current service offerings. The review should look beyond financial health and consider:

- Organizational alignment
- Positioning and perception
- Regulatory and reimbursement changes
- Cultural climate
- Risk and impact factors

This comprehensive evaluation will help organizations identify opportunities for alignment of the mix of service lines to market demand, divestiture, third-party partnerships or joint ventures, and reinvestment to ensure the organization is positioned for profitable growth. This process also can help instill a new culture of accountability for entity, service line, and program leadership.

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About BRG

Berkeley Research Group, LLC (BRG) is a global consulting firm that helps leading organizations advance in three key areas: disputes and investigations, corporate finance, and performance improvement and advisory. Headquartered in California with offices around the world, we are an integrated group of experts, industry leaders, academics, data scientists, and professionals working beyond borders and disciplines. We harness our collective expertise to deliver the inspired insights and practical strategies our clients need to stay ahead of what's next.

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