



The Changing Landscape of Healthcare

Delivery of healthcare in the U.S. is more complex than ever before. Hospitals across the country are facing declining inpatient volumes, dynamic payor relationships, a host of national and local regulations, and stressed financial resources, all while striving to provide high quality care and meet evolving community health needs.

Forward-looking boards and executive teams are positioning their hospitals today for sustainable success in the future.

Healthcare services account for a significant proportion of our nation's economy, yet the hospital market is fragmented and relatively immature. Health systems have very small market share compared to companies in other large, developed industries. This reality presents hospitals with distinct challenges.

Leaders are exploring increasingly unique opportunities to improve their hospital's operational and financial health on behalf of the communities they serve. This often means leveraging partnerships and scale to preserve local access to care.

The primary objectives of a business combination include improving the hospital's financial stability and access to capital, providing care for more people, and enhancing efficiencies. In short, a partnership can empower a hospital to deliver more cost-effective care close to home.

Understanding how different partnership and creative affiliation strategies work enables leaders take charge of their hospital's future from a position of strength.

A successful business combination requires extensive preparation and evaluation, including an assessment of the hospital's financial position as well as its cultural and local drivers. With goals predetermined, leaders can evaluate the most favorable opportunities and determine what will best serve the hospital and its patients.

Juniper is here to help.

DAVID GORDON 312.506.3007 dgordon@juniperadvisory.com

JUNIPER ADVISORY LLC | 191 N. Wacker Drive | Chicago, Illinois 60606
www.juniperadvisory.com

About Juniper

Juniper Advisory is the only firm exclusively concentrated on helping nonprofit hospitals and health systems assess their market position and evaluate and execute partnership opportunities. Our firm is independently-owned and, with a singular focus, has no conflicts of interest. This ensures that our clients receive the objective counsel they need.

We believe that every engagement has a unique set of circumstances and needs. Through tailored strategic positioning, Juniper's clients achieve terms that are 25-50% above market benchmarks.

Over the past 25 years, Juniper has guided healthcare organizations as they plan for the future: assessing and attracting the best possible options to ensure ongoing care for their community.

By the Numbers

- 240 advisory assignments
- 125+ hospital transactions
- across 42 states
- 8 team members
- 1 specialty: healthcare partnerships
- 0 transactions impeded by regulators

National Experience

