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Health Care and Life Sciences 2035: Navigating Risks and Opportunities

February 26, 2026



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Session CPE Requirements

- You need to attend 50 minutes to receive the full 1 CPE credit.
- There will be 4 polling questions throughout the presentation. You must respond to a minimum of 3 to receive the full 1 CPE credit.
- ****Both requirements must be met to receive CPE credit.****



Learning Objectives

Discuss major forces — demographics, health care economics, OBBBA and AI/technology — converging on health care and life sciences in the coming decade

Identify how demographics will be both a headwind and a tailwind to the industry

Summarize the broader role health care economics and OBBBA will have on the financial health of the industry

Describe how AI and technology advancements will reinvent the industry

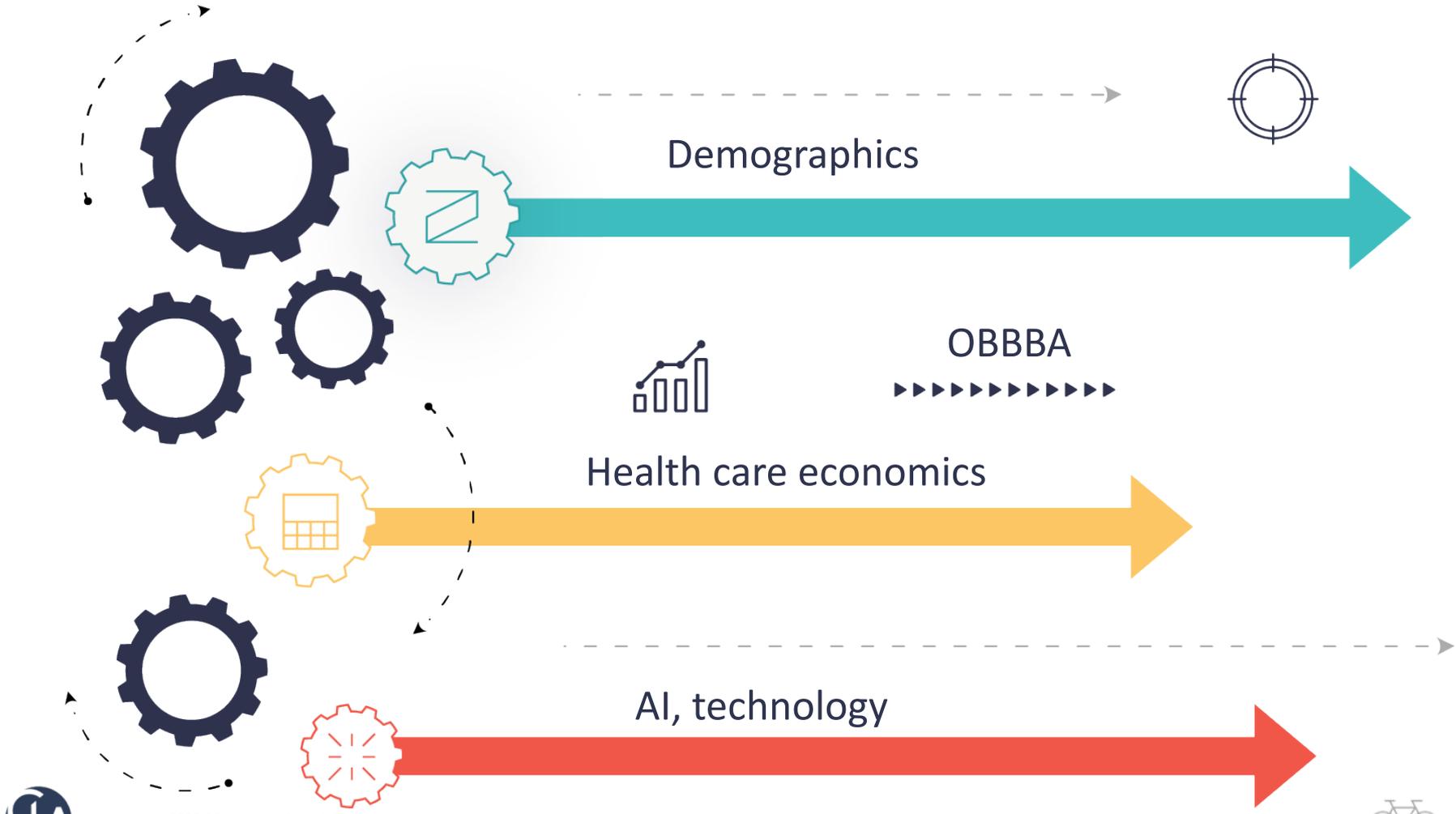
Recall actionable tools and strategies HCLS can use to prepare today





Navigating the Future
*There are four major forces
converging on health care and
life sciences in the coming decade.*





Where you *sit* in the health care and life sciences ecosystem matters for what these forces mean for *you and your business*.





Demographics

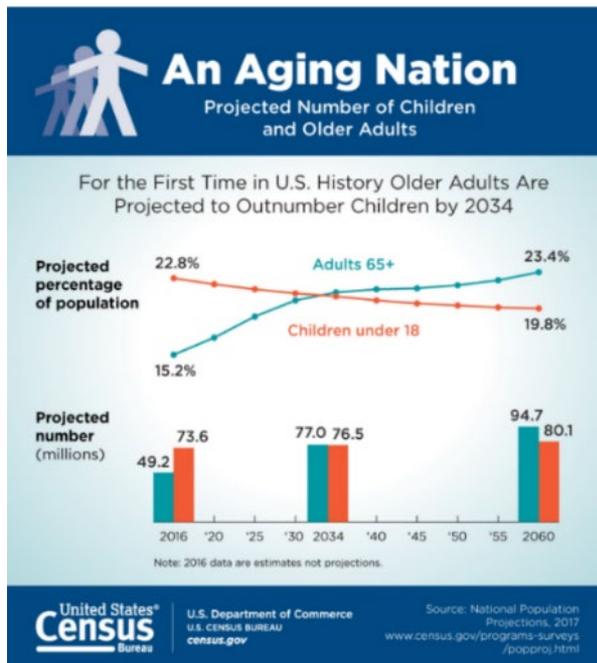


Generational Cohorts

Generation	Birth Years	U.S. Population (Approx.)	Workforce
Silent Generation	1928–1945	19.0 million	Out of workforce
Baby Boomers	1946–1964	71+ million	Retired or retiring
Generation X	1965–1980	61 million	Later career, leadership years
Millennials (Gen Y)	1981–1996	74 million	Early-mid career
Generation Z	1997–2012	69 million	Early career or moving into workforce in coming years
Generation Alpha	2013–2024	51.5 million	Not in workforce yet
Generation Beta	2025–2039	Not yet measurable	Not in workforce



Demographics



[An Aging Nation: Projected Number of Children and Older Adults](#)

An aging population

Lower birth rates

Longer life expectancy

More chronic conditions



[Chronic Disease | CDC](#)

[Census Bureau](#)

[Fast Facts: Health and Economic Costs of Chronic Conditions | CDC](#)





Increasing need for care, services, housing

- Senior housing
- Aging in place
- Holistic environments

Increasing role for integrated care, care management

- Prevention
- Wellness
- Breaking down silos
- Alternative sites of service

Increasing pressures on workforce supply

- New pipelines
- Top of scope
- Employee needs, satisfaction
- Upskilling



Polling Question

Do you see an aging demographic as a:

- A. Growth opportunity (tailwind)
- B. Reimbursement, labor pressure (headwind)
- C. Bit of both
- D. Neither





Health Care Economics



Demographics Impact Health Care Economics

- Timing of generations, retirement waves
- Smaller working age-to-retirement ratios
- Longer life expectancy
- More chronic conditions
- Higher health care costs



For Context: Medicare



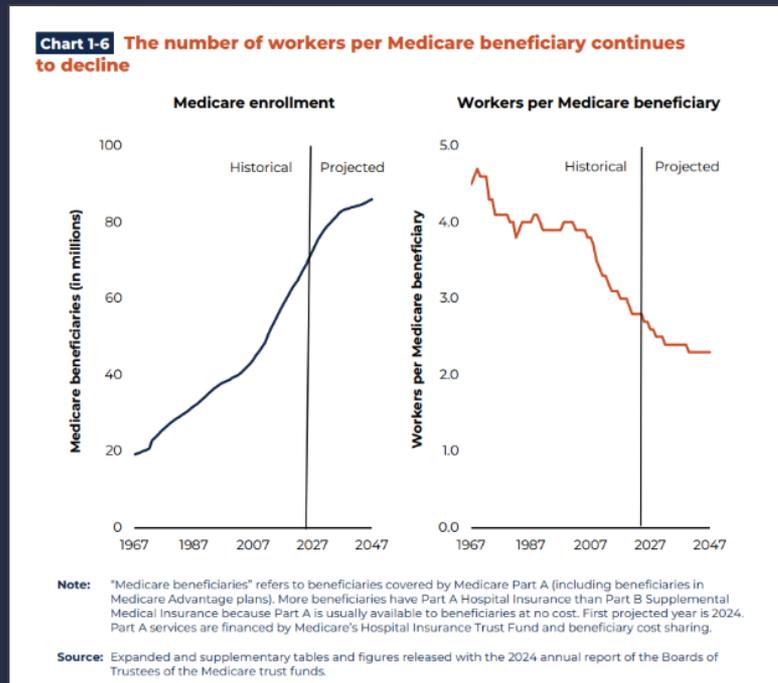
78 million people eligible for Medicare *by 2030*



Workers paying into Medicare have declined



Part A Trust Fund Insolvency *by 2033*



[March 2025 Report to the Congress: Medicare Payment Policy – MedPAC](#)



Medicare Growth Drivers

1. Number of beneficiaries
2. Utilization
3. Intensity of services

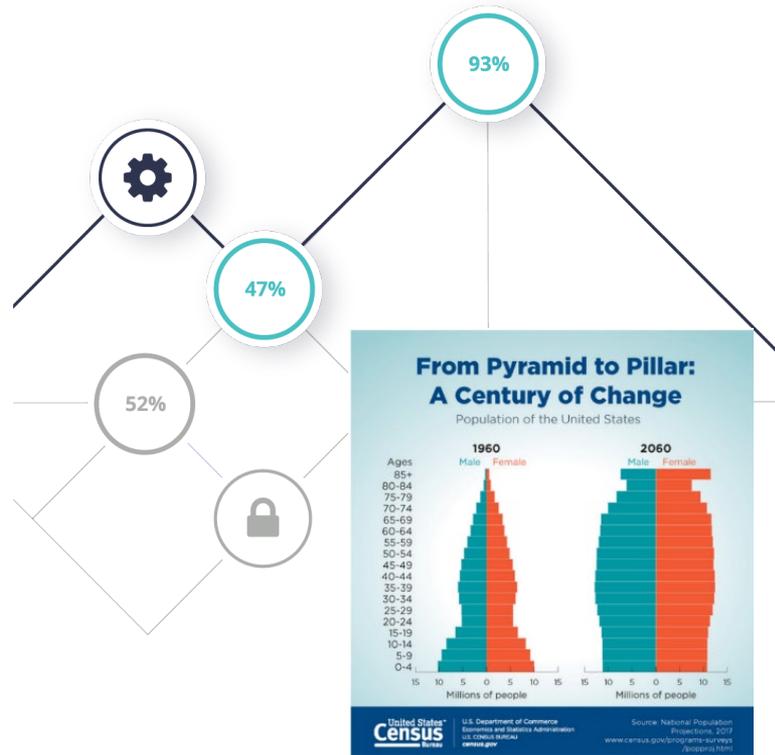
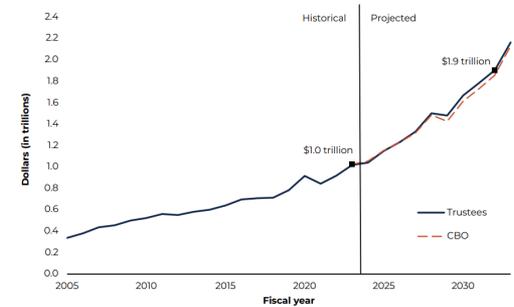


Chart 1-4 Medicare spending is expected to double in the next 10 years



Note: CBO (Congressional Budget Office). The first projected year in the graph is 2024. The sharp increase in spending in 2020 includes \$104 billion in Medicare Accelerated and Advance Payments to providers, which were then recouped by the Medicare program in 2021, 2022, and 2023. The projected decline in spending in 2029 is due to a timing issue. When October 1 (the first day of the federal fiscal year) falls on a weekend, certain payments that would have ordinarily been made on that day are instead made at the end of September and thus are shifted into the previous fiscal year. Dollar amounts are nominal figures, not adjusted for inflation.

Source: 2024 annual report of the Boards of Trustees of the Medicare trust funds, Table V.H4; CBO's June 2024 baseline projections for the Medicare program.

[July2025_MedPAC_DataBook_Sec1_SEC.pdf](#)

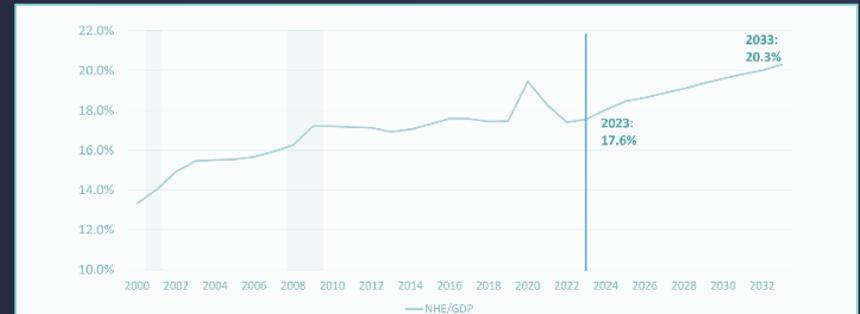
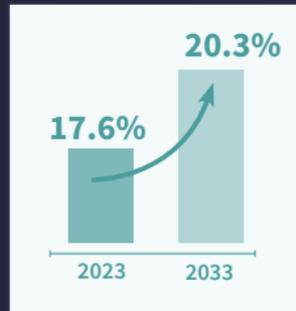
<https://www.census.gov/library/visualizations/2018/comm/century-of-change.html>



National Healthcare Expenditures to GDP

In next decade...

- NHE projected to grow annually at 5.8%
- GDP growth projected at 4.3%
- Health spending of GDP to go from to 20.3% by 2033



[National Health Expenditure Projections 2024–33](#)

<https://www.cms.gov/data-research/statistics-trends-and-reports/national-health-expenditure-data/projected>



The Coming Decade

- NHE up across all payers; Government will finance 50% of health care spend by 2033
- Macroeconomic trends, including tariff policies and geopolitical conditions, impact the cost of goods, supplies, building facilities etc
- In 2025, federal government spent \$355 billion to maintain the debt—that's 19% of federal spending
- Total government debt = \$38 trillion
- Within two decades, federal spending on four items—Medicare, Medicaid, Social Security and federal debt payments—will exceed all federal revenues coming in

[Understanding the National Debt | U.S. Treasury Fiscal Data](https://www.medpac.gov/document/march-2025-report-to-the-congress-medicare-payment-policy/)

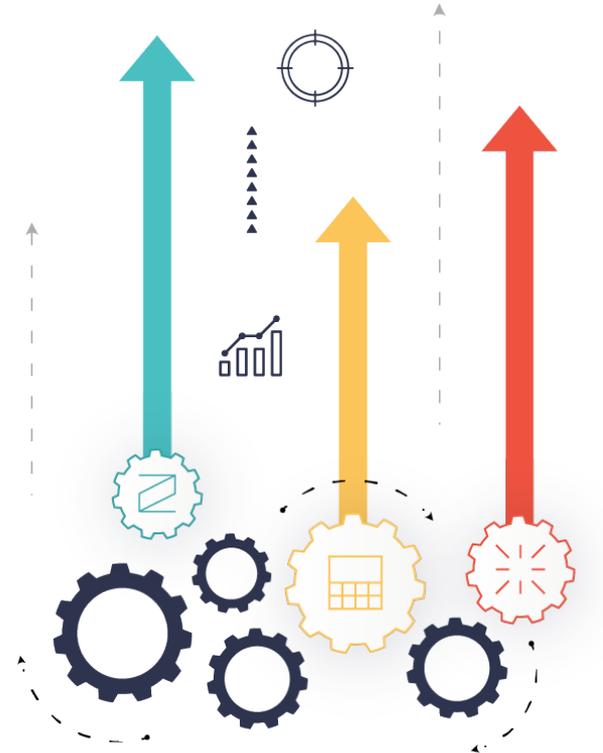
<https://www.medpac.gov/document/march-2025-report-to-the-congress-medicare-payment-policy/>

<https://www.cbo.gov/publication/61270>

[National Health Expenditure Projections 2024–33](https://www.cbo.gov/publication/61270)

<https://fiscaldata.treasury.gov/americas-finance-guide/federal-spending/>

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Future



Increasing role of value, outcomes-based models, services, approaches



Strategic mergers and acquisitions throughout ecosystem



Significant changes in sites of services settings



Rapid technology and AI enablement uptake



More unique partnerships to maintain viability, compete or grow



OBBBA



Major Impact Areas

Medicaid coverage and financing policies



\$50 billion in rural health funds



Tax, credit policies



10 Year Estimated Impacts (2025-2034)



Congressional budget office estimates OBBBA (Public Law 119-21) will result in a net budget deficit increase of \$3.4 trillion.



OBBBA reduces incoming federal revenues by \$4.5 trillion.



OBBBA reduces outgoing federal spending by \$1.1 trillion.

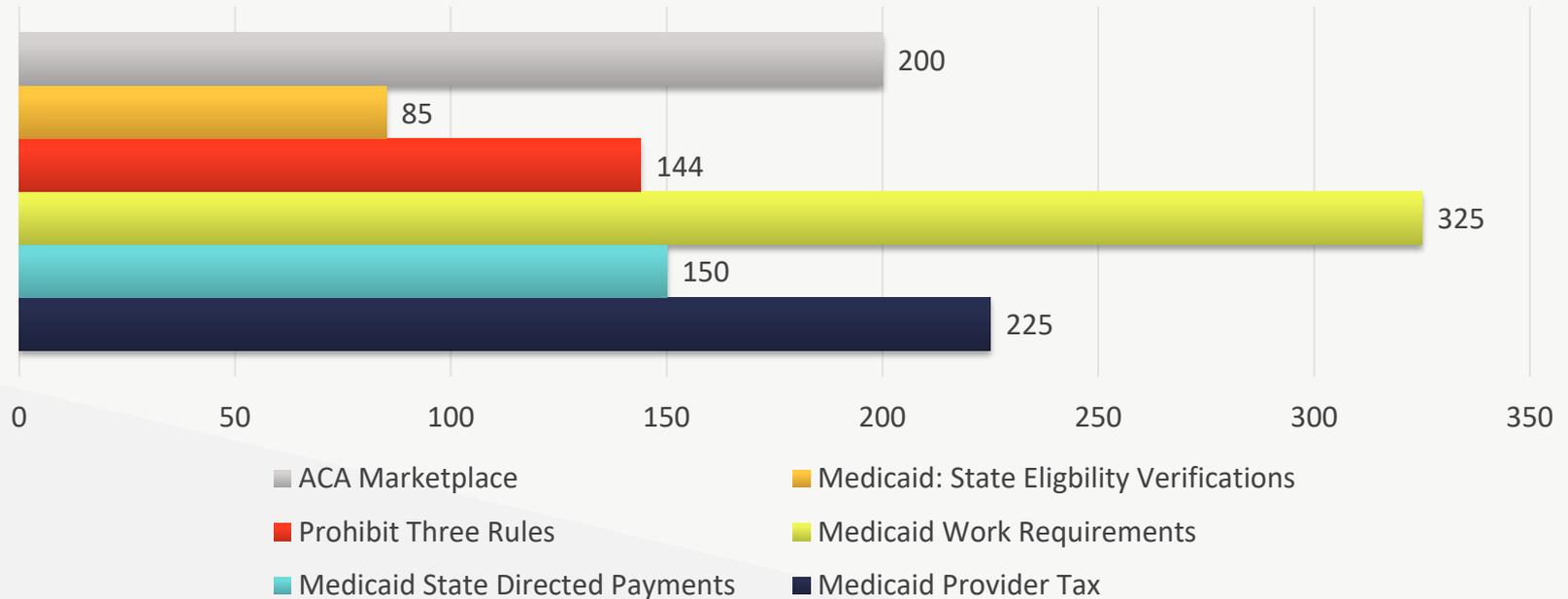
\$900+ billion in Medicaid funding reductions



Results in net \$3.4 trillion deficit.

[Estimated Budgetary Effects of Public Law 119-21, to Provide for Reconciliation Pursuant to Title II of H. Con. Res. 14, Relative to CBO's January 2025 Baseline](#) | Congressional Budget Office

Quick Estimate: Major OBBBA Cuts (in Billions)



Provider Taxes + SDP + ACA Expansion

	ACA Expansion	ACA Non-Expansion												
State	All others	AL, FL, GA, KS, MS, SC, TN, TX, WI, WY												
OBBBA Provider Tax Policy Impact	<ul style="list-style-type: none"> No new provider taxes Beginning phase down FFY 2028 as follows: <table border="1" data-bbox="701 492 958 658"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2028</td> <td>5.50%</td> </tr> <tr> <td>2029</td> <td>5.00%</td> </tr> <tr> <td>2030</td> <td>4.50%</td> </tr> <tr> <td>2031</td> <td>4.00%</td> </tr> <tr> <td>2032</td> <td>3.50%</td> </tr> </tbody> </table> Nursing home, ICF/ID exempted 	Year	Percentage	2028	5.50%	2029	5.00%	2030	4.50%	2031	4.00%	2032	3.50%	<ul style="list-style-type: none"> No New Taxes Existing Taxes Frozen
Year	Percentage													
2028	5.50%													
2029	5.00%													
2030	4.50%													
2031	4.00%													
2032	3.50%													
OBBBA State Directed Payment Policy Impact	<ul style="list-style-type: none"> Phases down to 100% Medicare Begins CY 2028 10% reduction per year 	<ul style="list-style-type: none"> Phase down to 110% Medicare Begins CY 2028 10% reduction per year 												



2026-2030: Rural Health Transformation Fund

\$50 billion Total

\$10 billion per year

50% of funds go to states equally

50% determined by HHS (ex: based on specific rural metrics and state application scoring)

Application

States submit 1 application for all five years

HHS approved applications Dec. 29, 2025

States will determine downstream distribution of funds

Each state's use of funds will differ

Cross-Cutting RHTF Themes



- **Technology.** Addressing cybersecurity, remote care, telehealth, EHRs, interoperability
- **Workforce development.** Recruiting and retaining workforce, expanded pipelines, rural residencies and rotations, emergency services
- **Chronic disease management, prevention.** Promoting disease management, wellness
- **Maternal health care.** Improving maternal and perinatal care, remote fetal monitoring, digital obstetrics, regionalized work
- **Sustainable, innovative care models.** Creating hub-and-spoke models, shared-service networks, value-based payment reforms





R&D credit
(Section 174)

Business interest
expense
(Section 163(j))

Bonus
depreciation
and Section 179
expensing

Executive comp
excise tax
(Tax-exempt)

Tax and Credits





Artificial Intelligence



AI Will Transform Health Care and Life Sciences





AI: The Coming Decade

Low hanging fruit (now)

- Administrative efficiency (ex: revenue cycle, workflows, patient experience)
- Clinical documentation (ex: AI scribe, coding)
- Connecting siloed data (ex: surfacing insights)
- Digital tools, apps (ex: wellness, prevention)
- Predictive analytics (ex: scheduling, staffing, ACOs, population health, decompensation)

Groundbreaking (coming)

- Drug discoveries (ex: foundation models, digital twin)
- Clinical care (ex: AI diagnostics, AI driven care plans)
- Robotics (surgeries)
- Personalized medicine (“bespoke”)
- Brain-computer interfaces

Robust Governance, Cybersecurity



Polling Question

Which of the following — demographics, health care economics, OBBBA, AI — is most important to you today?

- A. Shifting demographics
- B. Health care costs
- C. OBBBA impacts
- D. AI / technology



Where to Start?

- What is our current state? Where do we want/need to be (future state)?
- How will shifting demographics (aging populations, diverse communities) change demand for our services, products, or workforce over the next decade?
- Are we prepared for the surge in chronic disease and long-term care needs associated with an aging population? How are we redesigning care models to meet them?
- What levers do we have to meaningfully reduce total cost of care while improving outcomes? Where are we currently creating unnecessary cost or friction?
- How will changes in Medicaid enrollment, OBBBA policy updates and state changes impact our revenue, patient mix, or operational risk?
- Are we proactively modeling multiple federal and state Medicaid/OBBBA policy scenarios to understand financial exposure?



Where to Start?

- Where can AI and emerging technologies drive the most value today—administrative burden reduction, clinical decision support, R&D acceleration, supply chain optimization, or patient experience? In the future?
- Do we have a trustworthy and compliant data foundation that allows us to responsibly use AI without creating risk, bias, or inefficiency?
- Are we developing the workforce skills necessary for an AI-augmented healthcare environment—both to adopt technology and to oversee the change?
- How are we creating simpler, more human patient and member experiences?
- Are we investing in capabilities that will still be relevant 5–10 years from now, or are we locked into legacy models that can't adapt to these forces (demographic, costs, policy, AI/technological)?



Frameworks, Tools, Models to Assist?

PEST(LE)

SWOT

Scenario planning

AI (predictive
analytics,
forecasting)

Porters Five
Forces

Survey tools,
analysis

Feasibility study

Risk assessments

Market analysis

Financial
modeling

Workforce
planning

Succession
planning

Many more



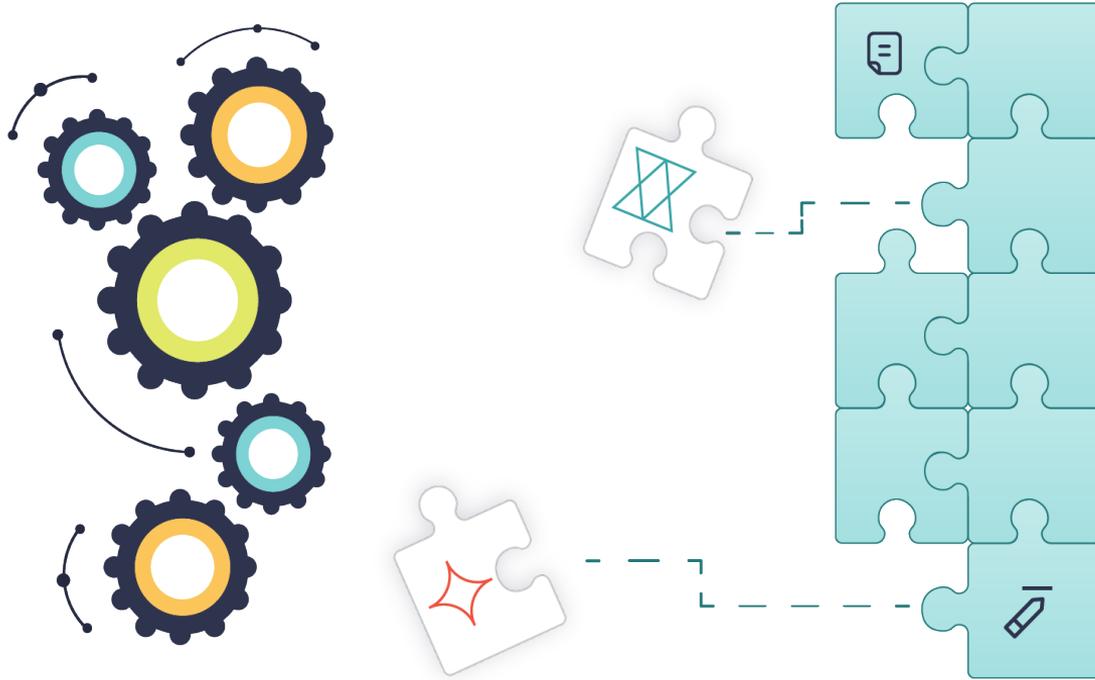


Financial Modeling

CLA Intuition



Information and Insights + Strategic Decisions = Clearer Future



Sample Case Study

Small, rural hospital knows they need to stabilize and grow due to demographics, OBBBA policies and health care costs pressures.



Rural Critical Access Hospital: Current State

- An aging demographic
- A poorer demographic
- 70% Medicare, Medicaid payer mix
- Lack of primary, specialty care
- Underutilized post-acute opportunities
- Inefficient revenue cycle, workflows

\$16.5M Operating revenues

Performance indicators

- -\$3.5M operating margin
- -\$300M total margin

Liquidity and reserves

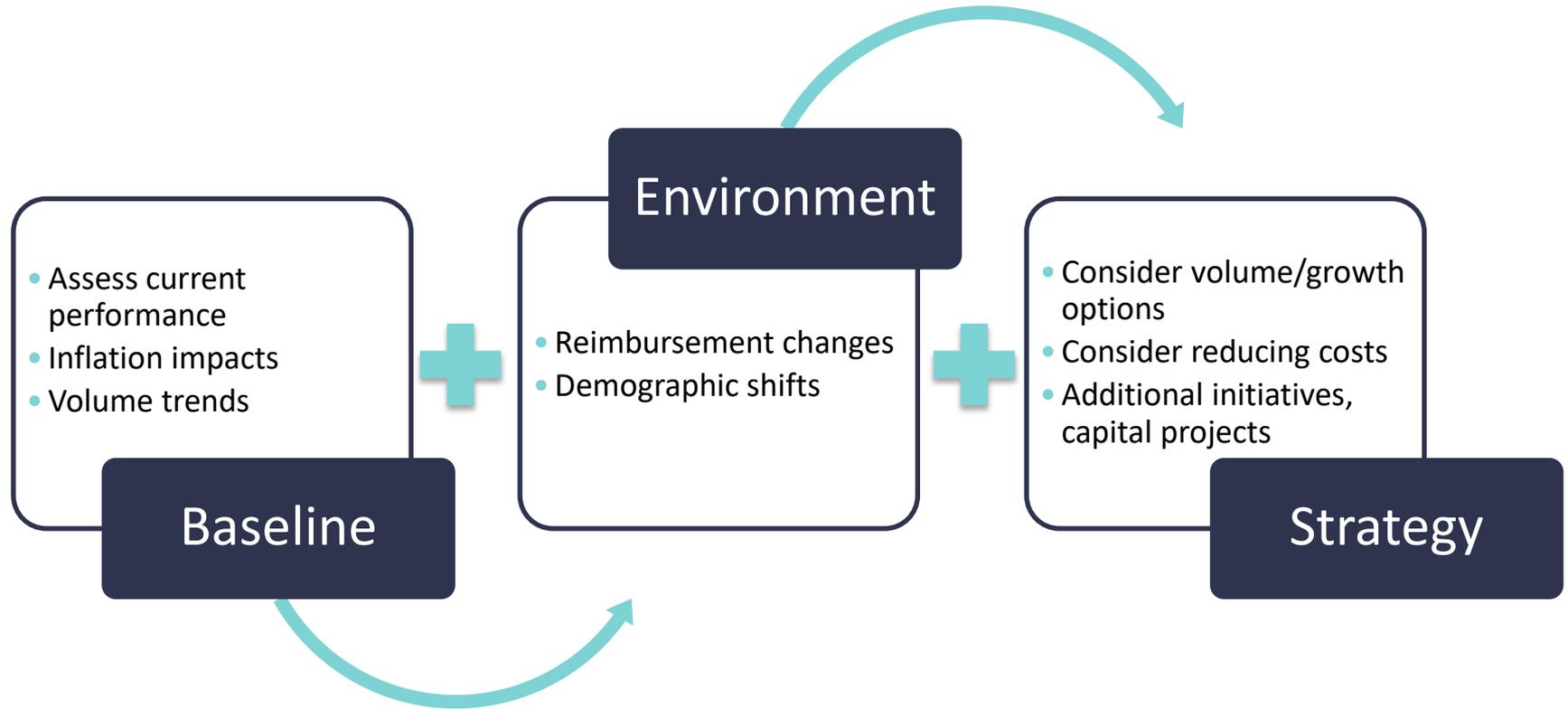
- \$1M cash and reserves
- 20 days cash on hand

Debt and capital structure

- No long-term debt



Basics of The Process



Strategic Financial Modeling



Interactive

Allows “If, if, if...” scenarios
Impactful real time analysis



Ease of Use

Can be modified
User friendly



High Level

Understandable and
relevant insights for CEO /
Board / Management

Strategic Planning Process

GROWTH STRATEGIES + PERFORMANCE IMPROVEMENTS

Acquire physicians

Increase swing bed census

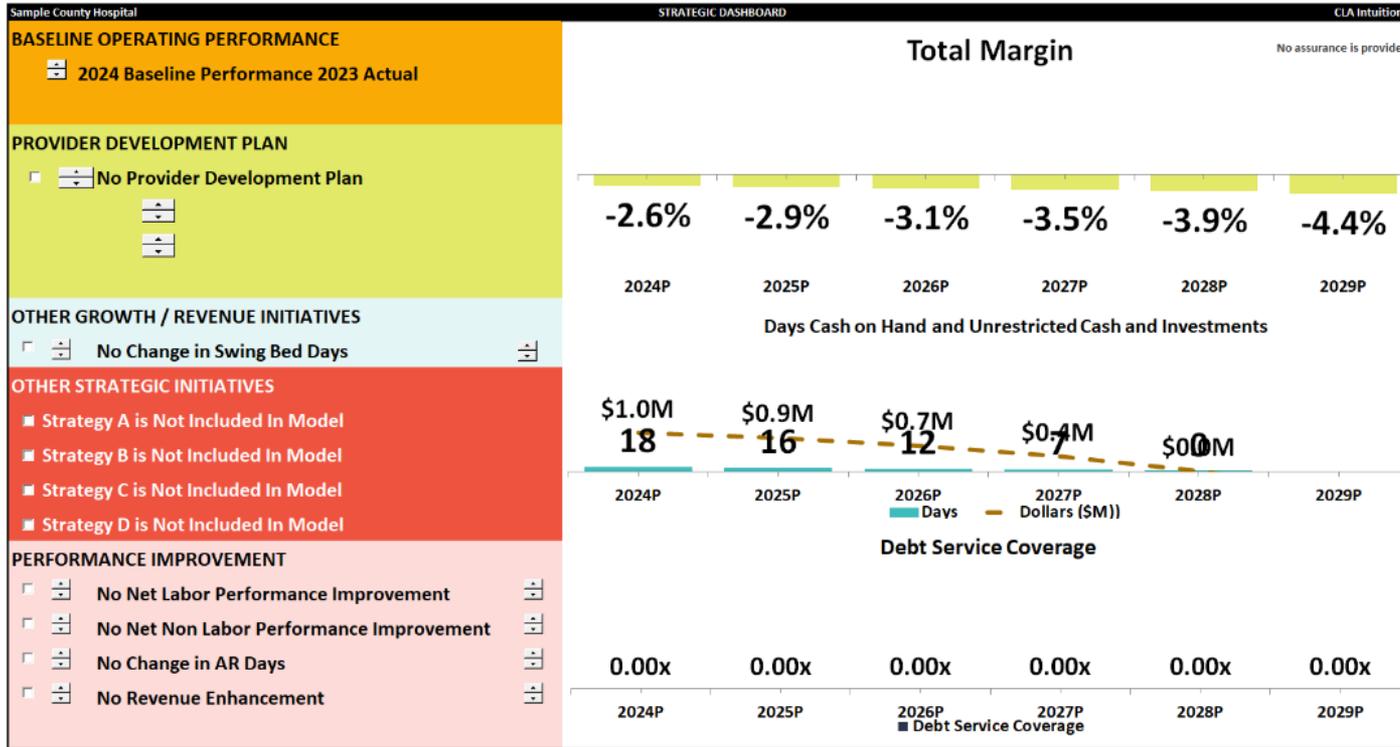
Costs savings

AR reductions

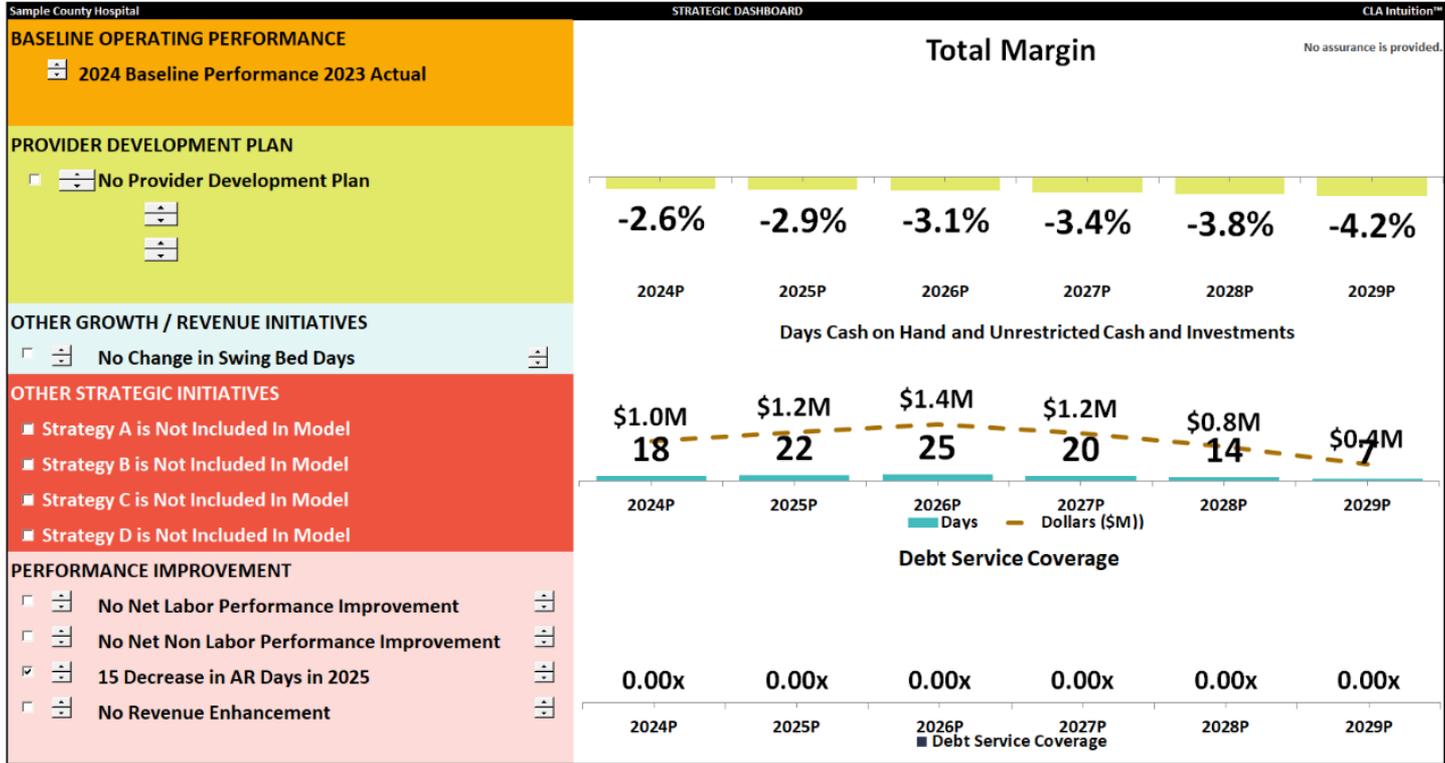
(Hopefully future capital projects)



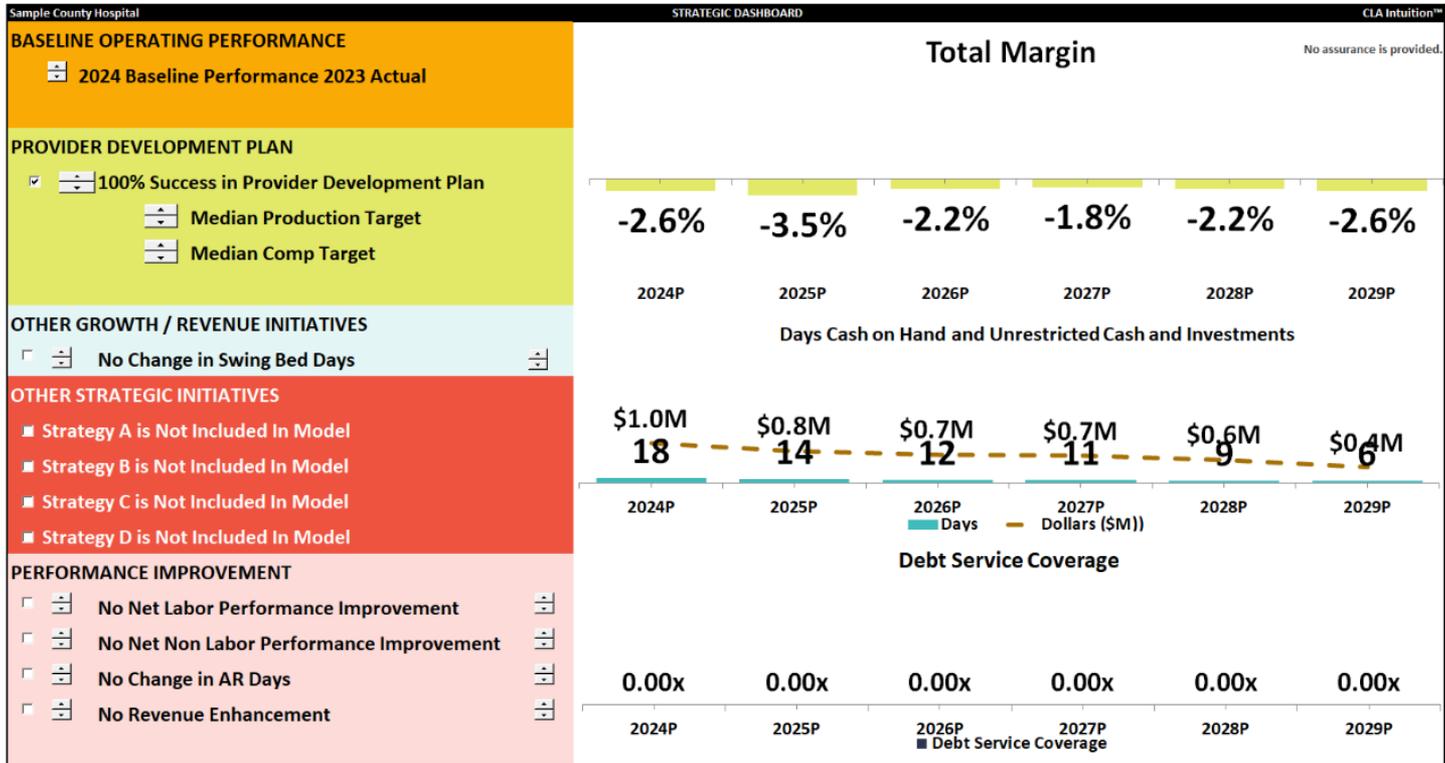
Baseline (and failure to address future)



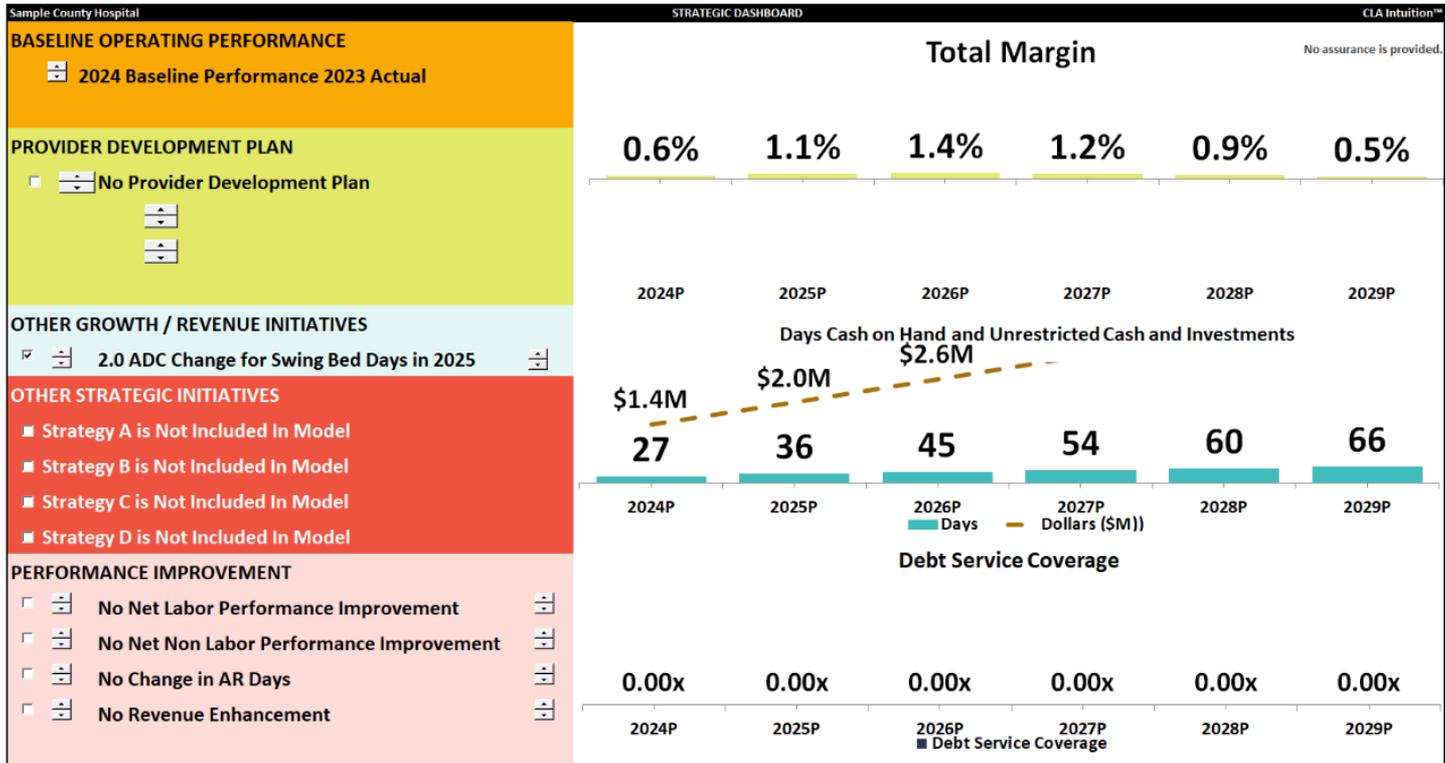
AR Days Reduction



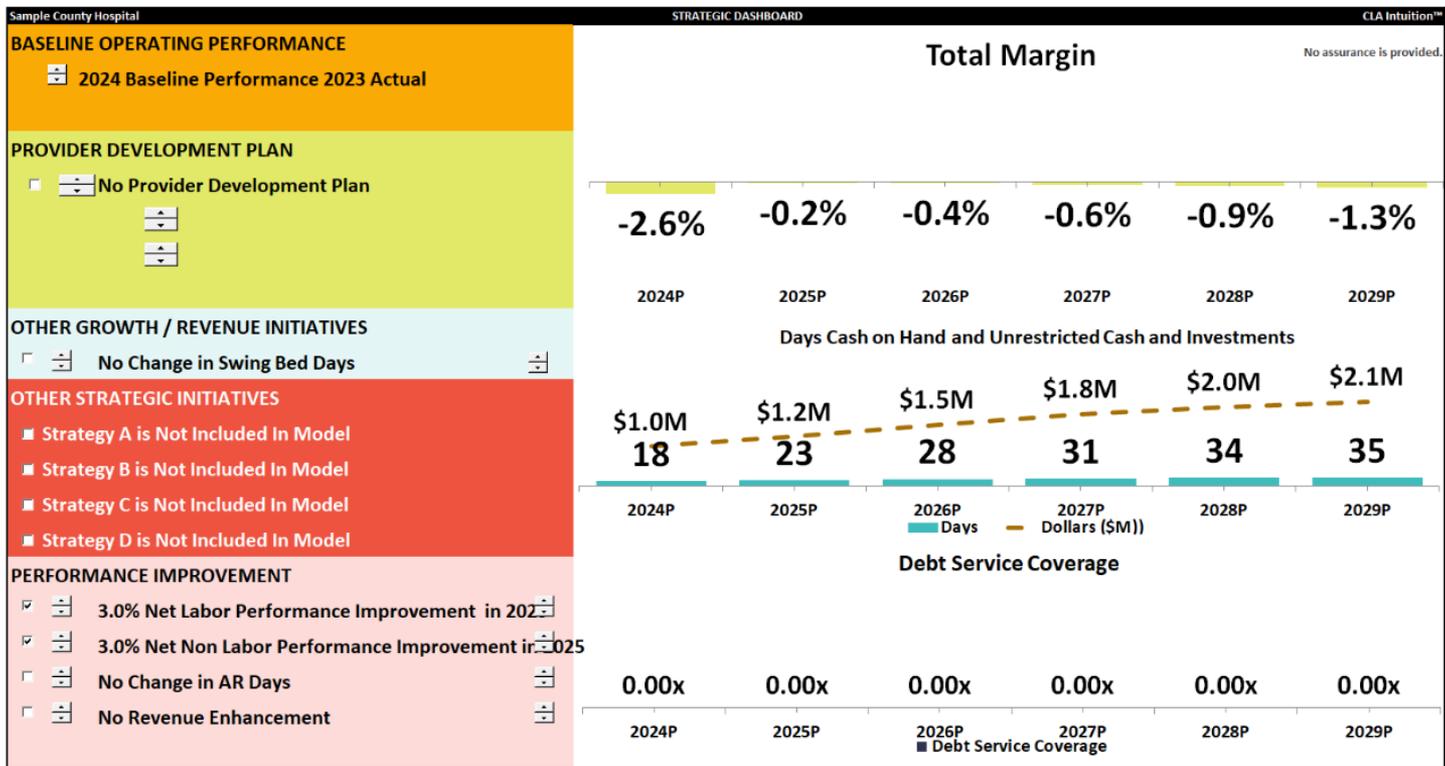
Provider Development Plan



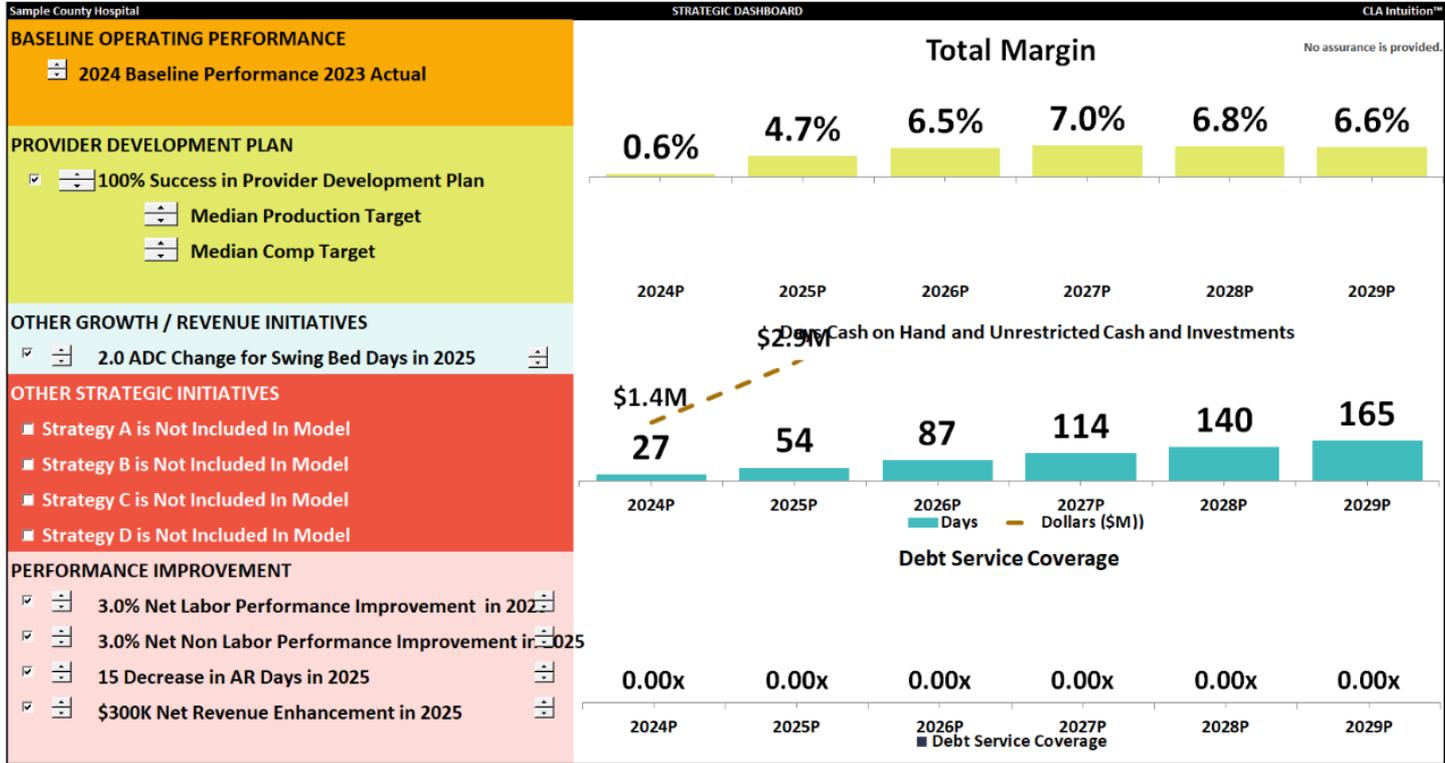
Swing Bed Days



Performance Savings



All Strategies at 100%





Market Research and Strategic Planning



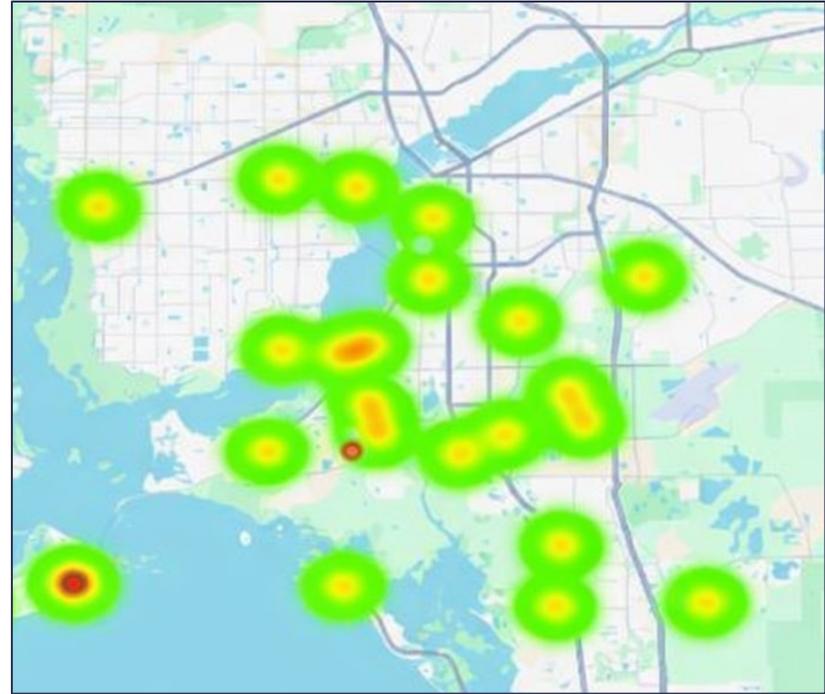
Sample Case Study

Life plan community sees
access/care needs due to
aging demographic and
looks for growth
opportunities



Defining a Primary Market Area

Resident Origin Analysis

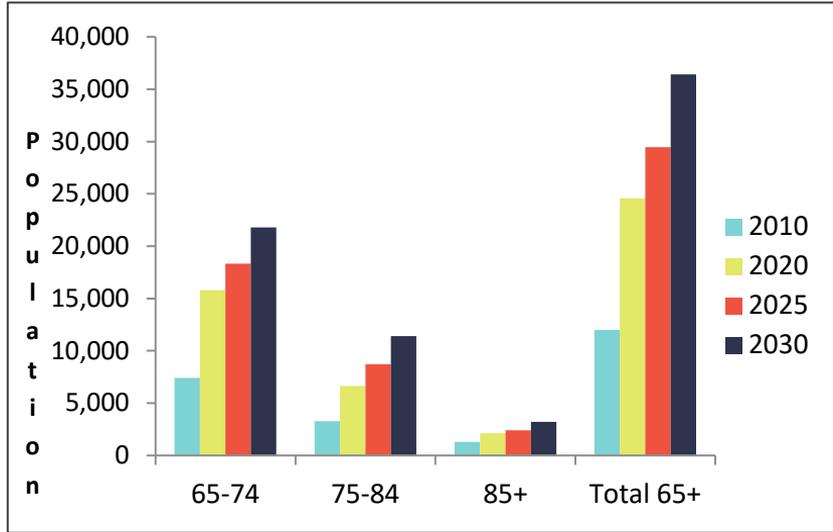


Source: NIC Map



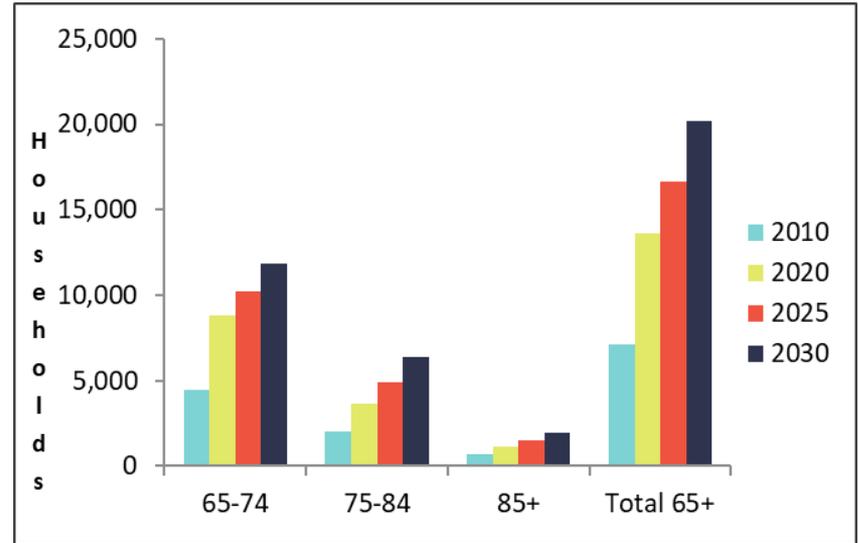
Demographic Analysis

Senior population



Age Cohorts	Population				% Annual Change		
	2010	2020	2025	2030	2010-2020	2020-2025	2025-2030
65-74	7,417	15,810	18,330	21,799	7.9%	3.0%	3.5%
75-84	3,287	6,655	8,704	11,412	7.3%	5.5%	5.6%
85+	1,302	2,413	3,204	5,872	5.0%	2.6%	5.8%
Total 65+	12,006	24,592	29,447	36,415	7.4%	3.7%	4.3%
Total 75+	4,589	8,782	11,117	14,616	6.7%	4.8%	5.6%

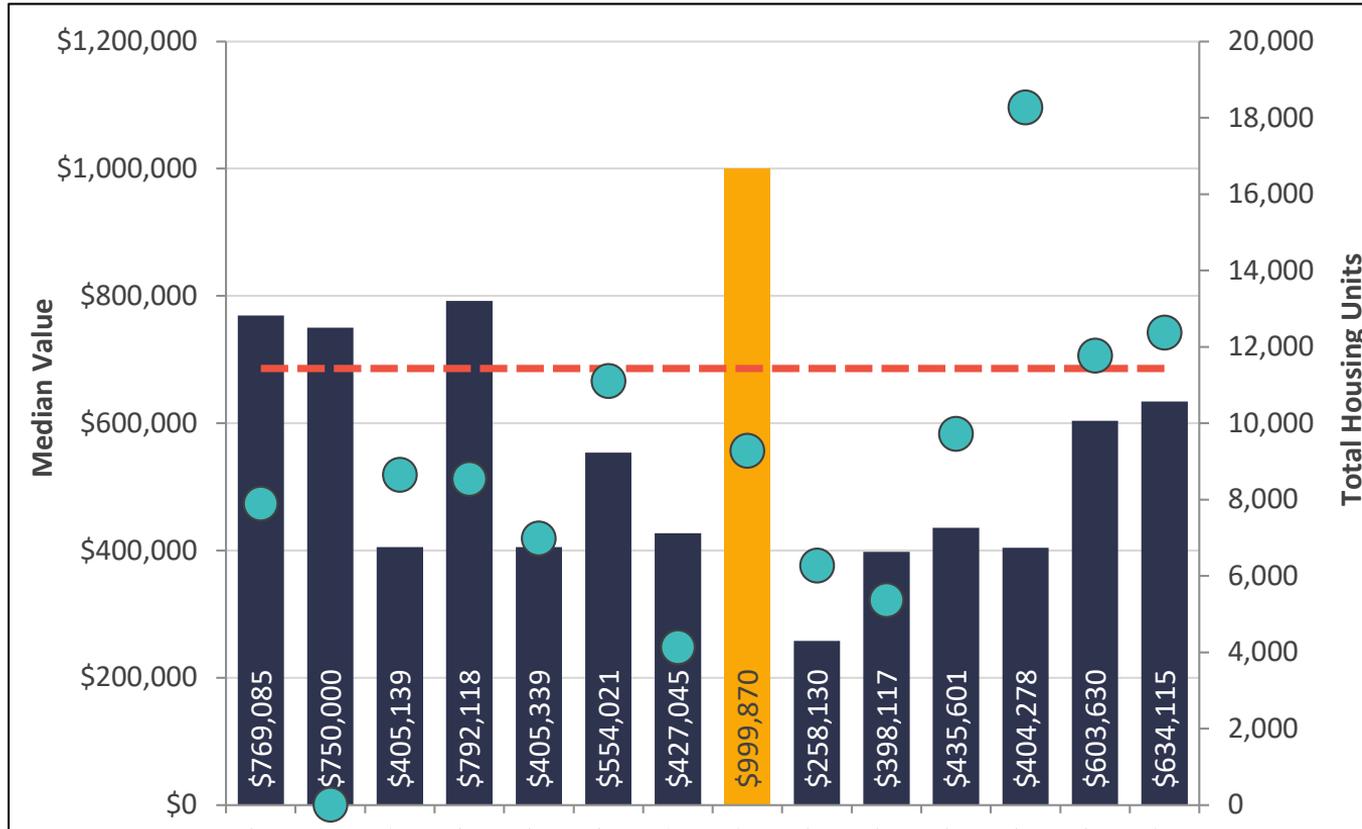
Senior households



Age Cohorts	Households				% Annual Change		
	2010	2020	2025	2030	2010-2020	2020-2025	2025-2030
65-74	4,467	8,837	10,191	11,874	7.1%	2.9%	3.1%
75-84	1,999	3,628	4,939	6,353	6.1%	6.4%	5.2%
85+	679	1,125	1,494	1,940	5.2%	5.8%	5.4%
Total 65+	7,145	13,590	16,624	20,167	6.6%	4.1%	3.9%
Total 75+	2,678	4,753	6,433	8,293	5.9%	6.2%	5.2%



Demographic Analysis – Housing Values



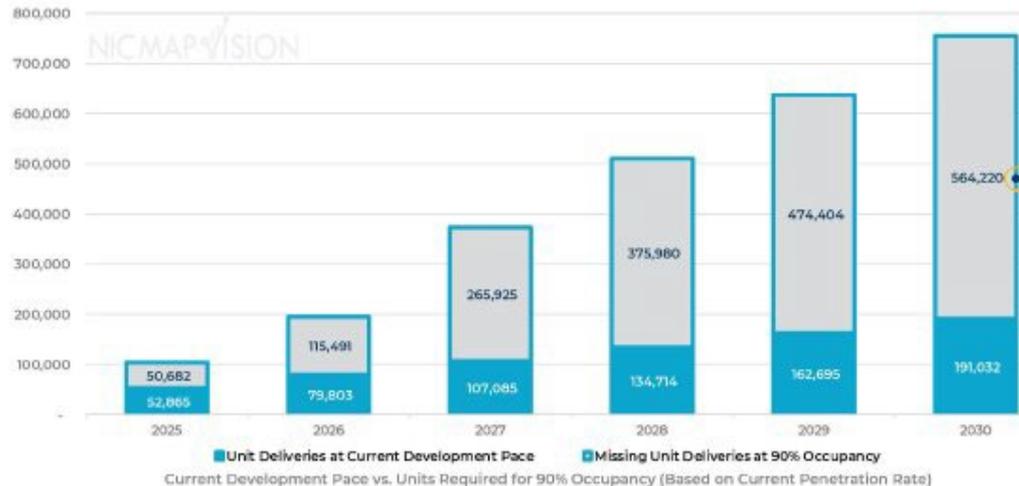
Source: Environics Analytics



A Call to Action

Senior Housing Development Falling Behind 80+ Growth

Senior Housing Industry's Current Development Pace Could Yield ~\$275B Gap by 2030



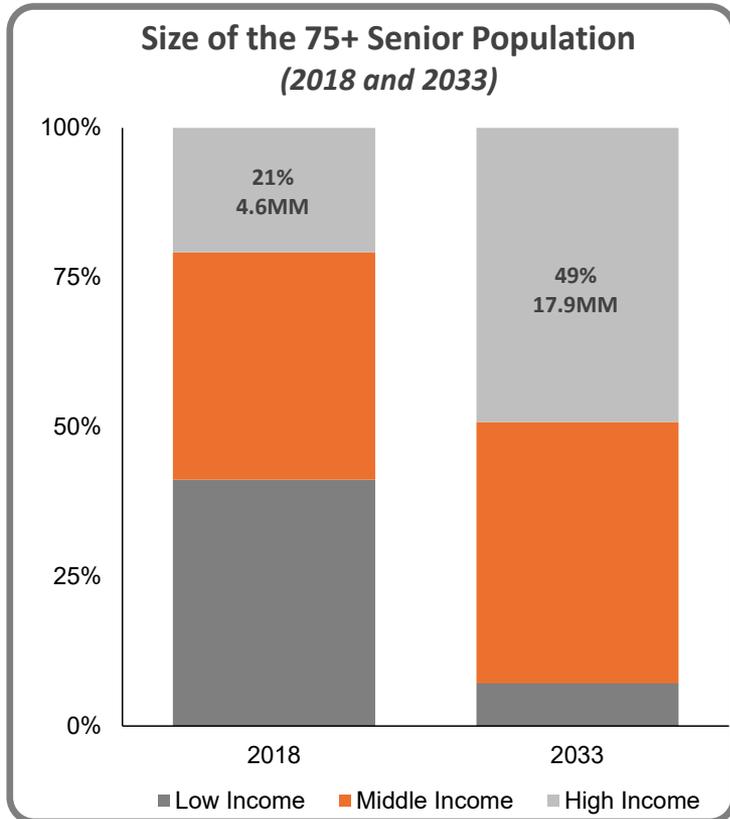
At current penetration rates, projections suggest that the industry could return to 90% occupancy as soon as 2026, and occupancy will continue to expand after that. In fact, without further investments in development, the current development pace will result in a \$275 billion supply gap by 2030.

Surging demand and suppressed supply growth are creating favorable conditions for both acquisition and new development.

Source: NIC MAP VISION



Seniors are Coming and They're Wealthy!

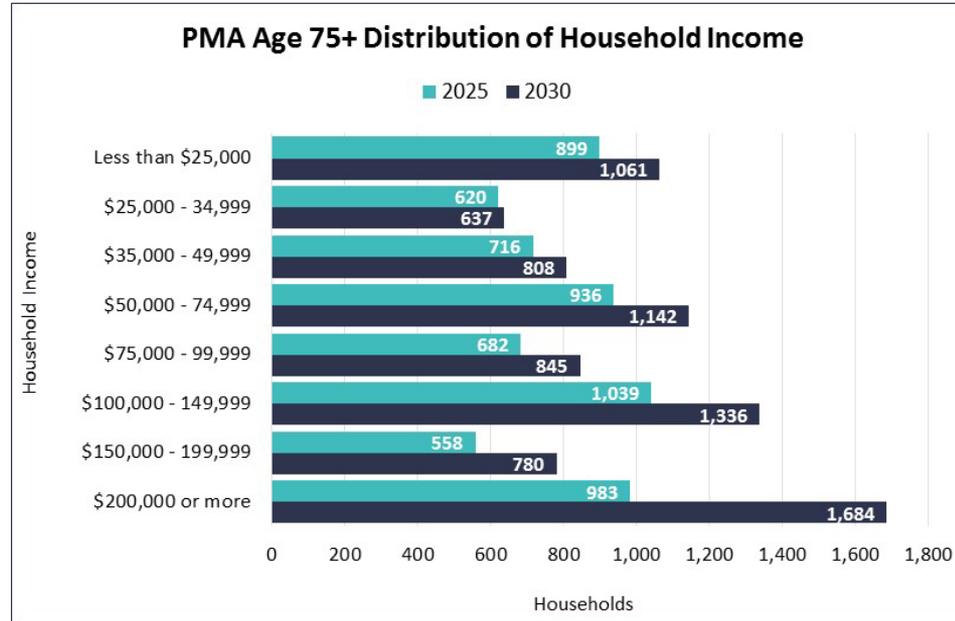


- Largest growth is projected in the high-income group with an increase of 13.3 million seniors, an increase of nearly 290%
 - In addition to focusing on affordability, wealthy seniors will need housing as well
- The middle-income group is projected to increase by 7.5 million seniors, an increase of 89%

Source: "The Forgotten Middle: Housing & Care Options for Middle-Income Seniors in 2023," NORC, released 08/31/22.



Demographic Analysis – Senior Household Income

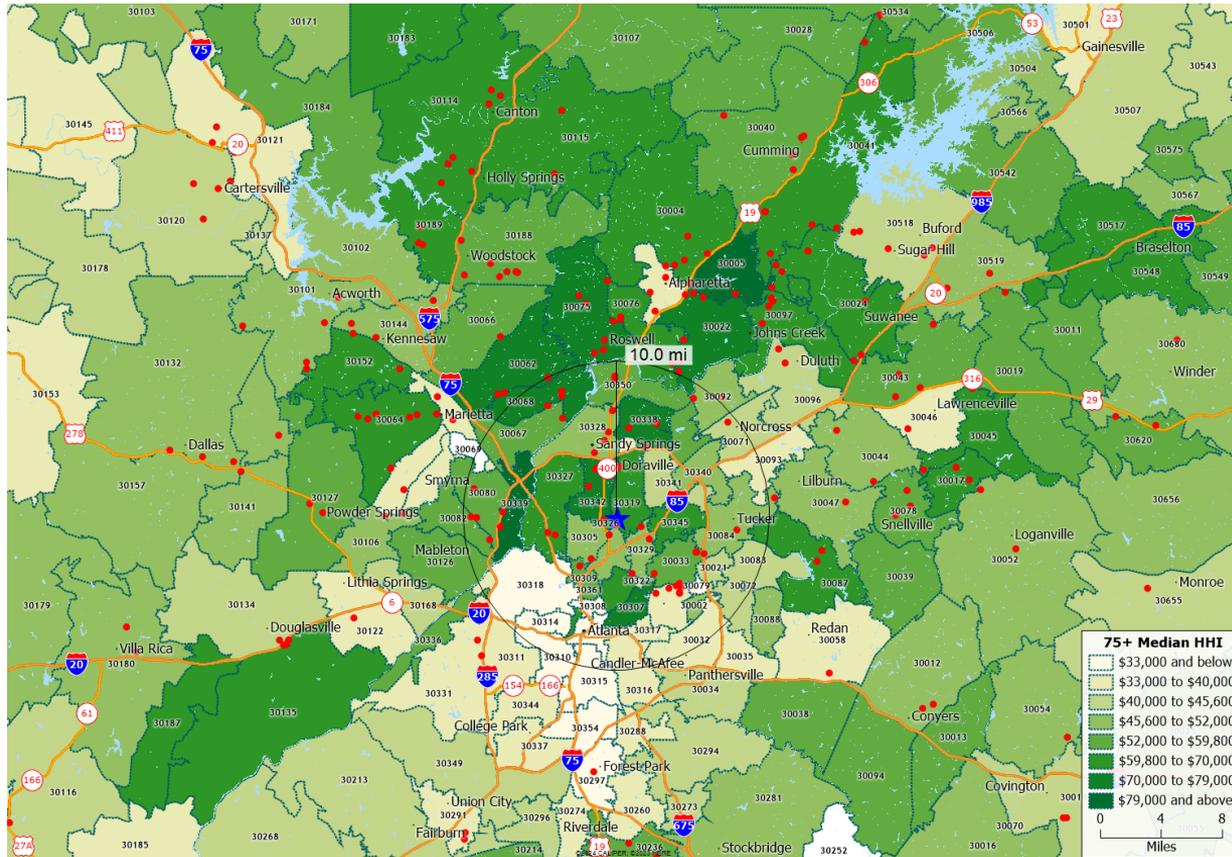


	2025 Median Incomes			2030 Median Incomes		
	65-74	75-84	85+	65-74	75-84	85+
PMA	\$110,382	\$82,307	\$57,952	\$122,758	\$95,831	\$67,214
Texas	\$64,711	\$48,581	\$35,817	\$71,700	\$53,415	\$39,204

Source: Environics Analytics



Heat Map – 75+ Median Annual Incomes



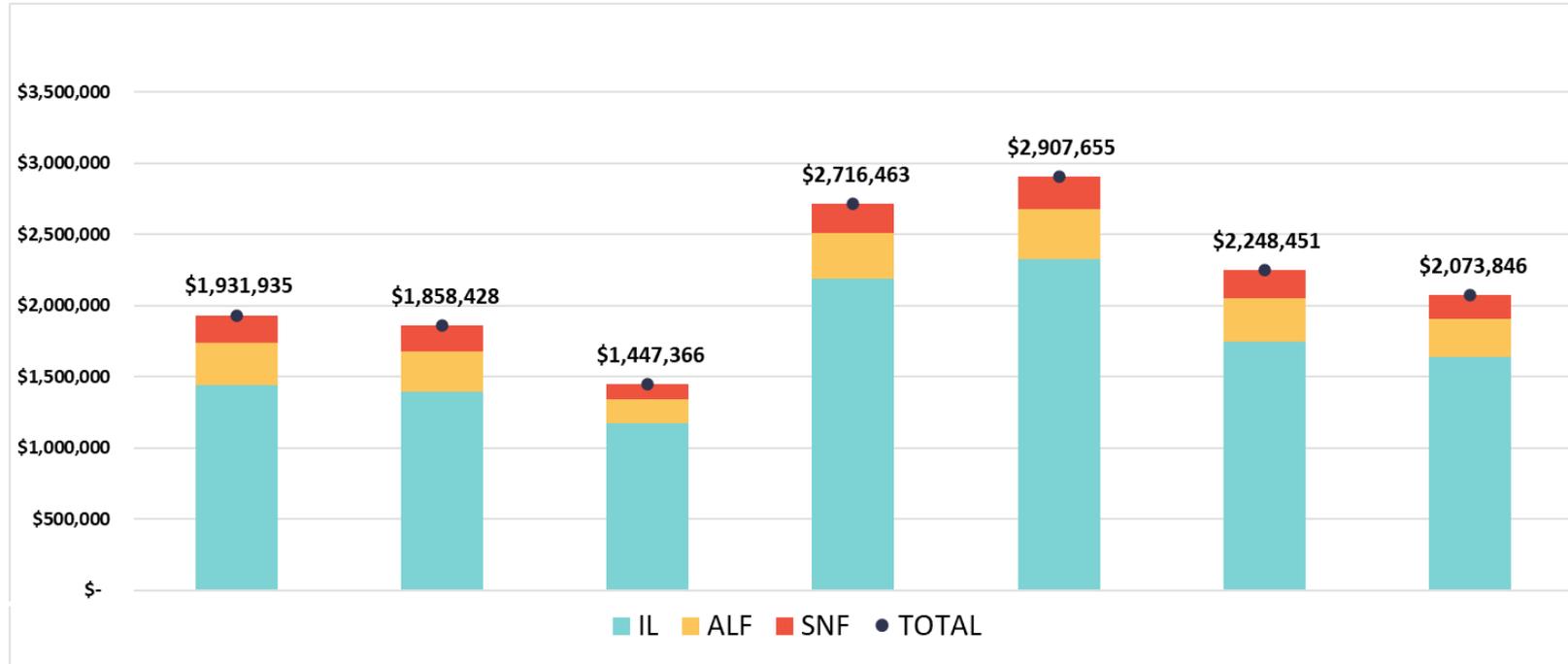
Detailed Market Analysis



- Competitor analysis
 - Comparison of IL, AL, MC, SNF
 - Square footage
 - Entrance fees, monthly fees
 - Other services included or not
- Net present value pricing analysis
- Unit comparisons across competitors
- Service fee comparisons
- Entrance fee comparisons
- Scenarios

One Sample Analysis

Gross Fees Net of Services by Level of Care- Assumed Entry Age of 78 - 12 Year Life Expectancy Single Entrant



Source: CLA Pricing Analysis





Digital Transformation and AI Opportunities



Common Challenges

Limited visibility across service lines and locations

High AP volume and manual invoice processing

Fragmented EMR and back-office integrations

Legacy on-prem systems limit growth and flexibility

Slow month-end close and heavy spreadsheet dependence





Sample Case Studies

Physician practice

Hospital service line profitability

Dental practice

Senior living and care





Last Refreshed:
10/4/22

Practice Analysis Report Navigation



Practice
Rollup



Accounts
Receivable



Income
Statement



Balance
Sheet



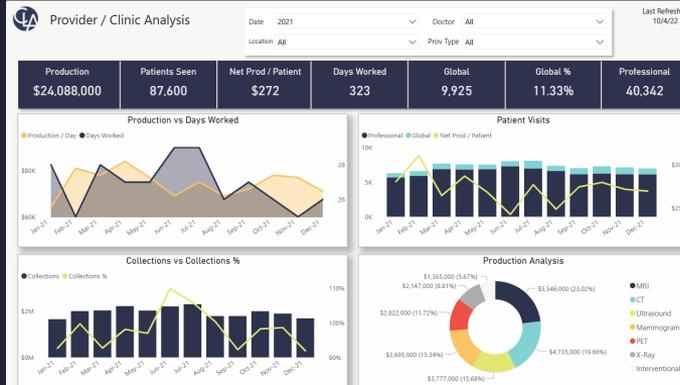
Production
Analysis



Collections
Analysis



Provider
Analysis

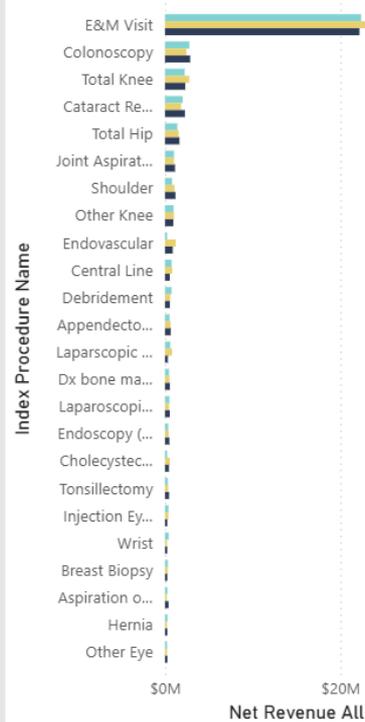




Select Service(s)	Select Patient Type(s)	Select Payer Class(es)	Select Attributed Location(s)	Select City(s)	Select Year(s)
All	All	All	All	All	All

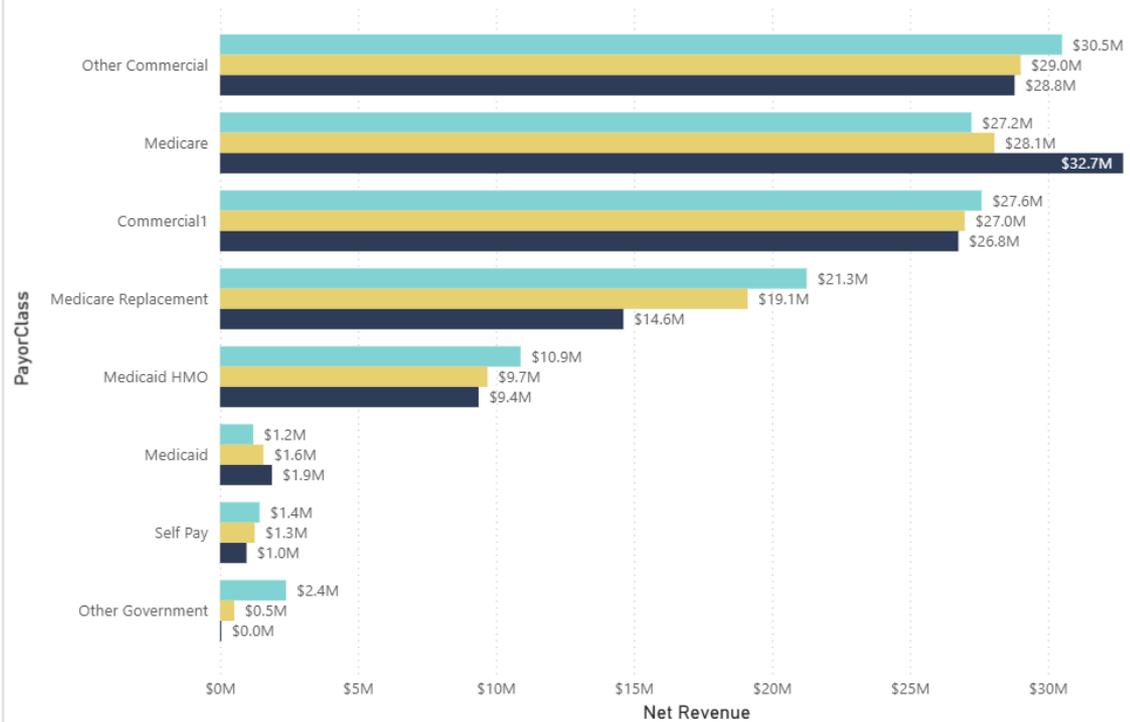
Index Procedure Summary

Fiscal Year ● 2021 ● 2020 ● 2019



Top 7 Payers By Net Revenue

Fiscal Year ● 2021 ● 2020 ● 2019



Executive Summary

Executive Tables

Executive Charts

Ratios TTM

Ratios TTM Other

P&L by Division

BS by Division

Cash Flow

P&L Budget vs Actual

P&L Trend

BS Trend

P&L Cash Revenue by ...

P&L Op Exp by Catego...

P&L Op Exp by Depart...

Employee Metrics

Supervisor Metrics

Positions

Terminations

Payroll Metrics

Census Summary



Demo Company Executive Summary

Location 1

Location 2

Location 3

Time Period

All

1/1/23 - 12/31/25

Census

Rooms Occupied

239

Avg. Length of Stay

1.3yrs

Occupancy % IL

81.0%
Goal: 92% (-11.96%)

All Occupancy %

95.5%
Goal: 92% (+3.8%)

Workforce

FTEs

466.00

6/1/2024 12:00:00 AM

Positions to FTEs

1.5

12/31/2025

Avg. Turnover

0.86

12/1/2025

Overtime %

5.7%

12/31/2025

Financial Performance

Operating Margin

(Cash Basis)

\$751.0K

Revenue

(Cash Basis)

28.6M

Expenses

(Cash Basis)

\$11.4M

Cash & Investments

\$29.2M

Net Op Margin %

32.0%

IL Revenue

\$43.1M

Labor Expenses

\$15.3M

Cash

\$19.1M

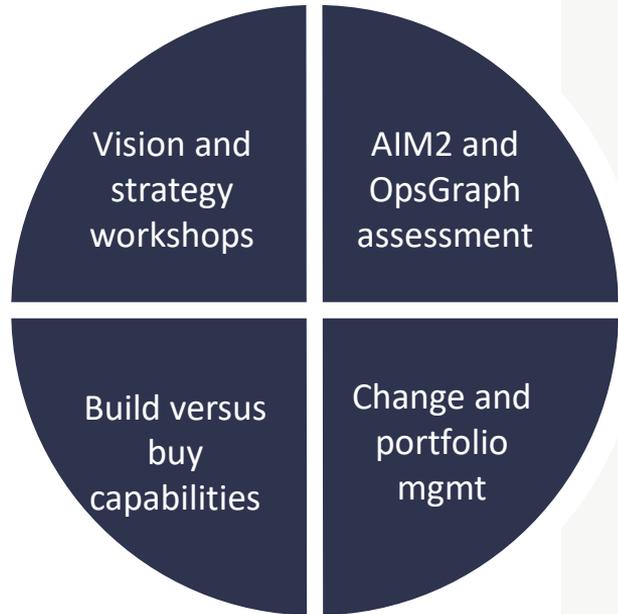




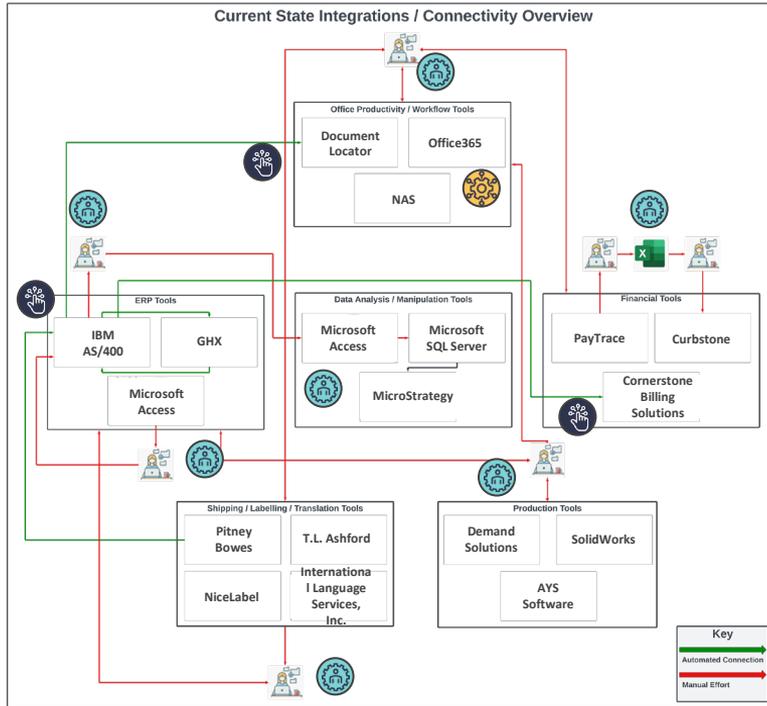
Where to Start Your Transformation Journey



Building Your Digital Roadmap



Example: Digital Current State Overview



Limited systems integrations

- Several core systems have existing integrations in place facilitating streamlined workflows
 - Still opportunity to enhance integrations to support optimal workflows
 - Optimizing ERP platform will reduce much complexity and cost

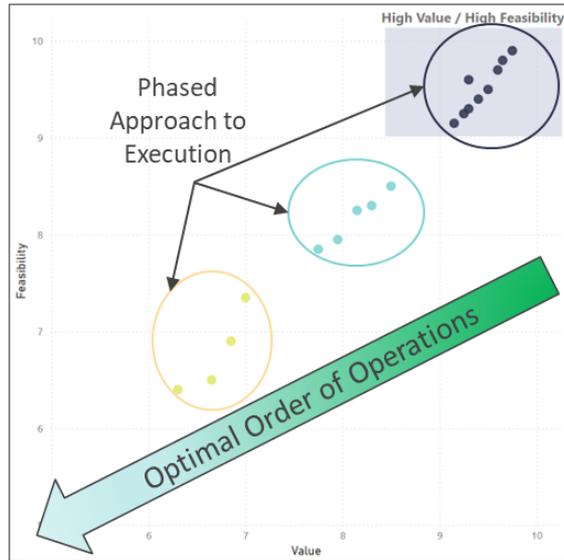
Manual effort and data manipulation required

- Numerous observed points of required manual data extraction / manipulation that can potentially be automated / streamlined
- Credit card strategies require manual exports from 1 system and upload to another

Office productivity platforms represent consolidation opportunity

- Office 365 represents opportunity to consolidate document storage, workflow management, internal file sharing / collaboration and knowledge management repository and analytics approaches into single platform

Example: Use Case Prioritization Matrix



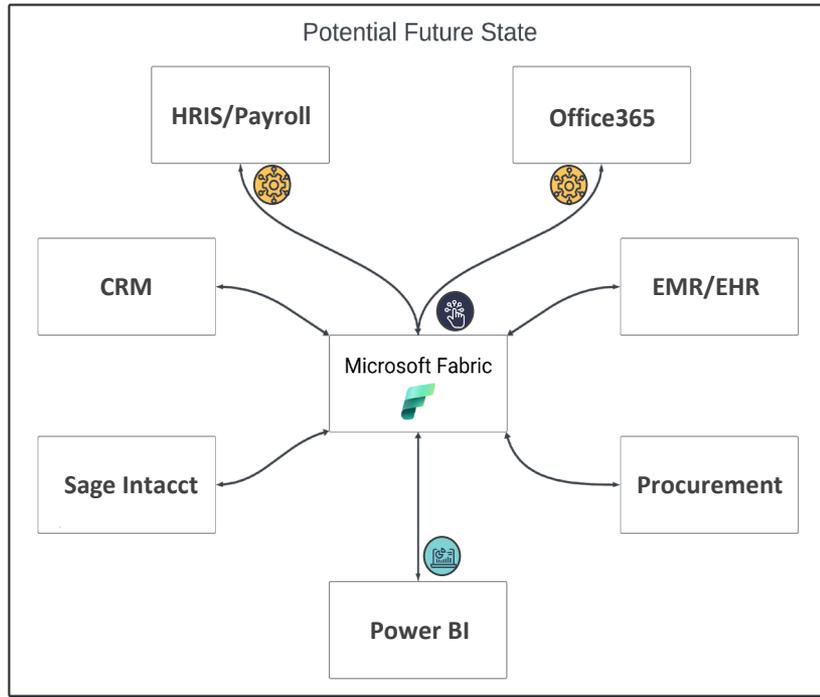
Use-Case Name	Value	Feasibility
KPI Identification	High	High
KPI Consolidation	High	High
KPI Segmentation	High	High
Data Calendar	High	High
Prioritize Dashboard Needs by Function & Deployment to the Organization	High	High
Migrate Access DB to Supported Version	High	High
Conduct ERP Evaluation & Selection Exercise	High	High
Implement Microsoft CoPilot	High	High
SQL Server Health & Performance Scan	High	High
Implement Modern ERP Platform	Medium	Medium
SharePoint Build Out	Medium	Medium
Consolidate Duplicative Use-Case Systems to Reduce Complexity	Medium	Medium
Develop Power Automate Flows to Support Workflow Automation Across the Organization	Medium	Medium
Document SOPs as They Relate to Core Systems Use	Medium	Medium
Design, Build & Deploy Production Data Warehouse Solution	Low	Low
Consolidated BI / Reporting Development	Low	Low
Self-Service Analytics	Low	Low
Ad-Hoc Reporting	Low	Low

Phase 1
Data strategy,
ERP selection,
quick wins

Phase 2
Systems optimization

Phase 3
Enterprise
analytics

Example: Potential Future State Diagram



Scalable systems integration and connectivity

- Centralized data repository provides opportunity for far wider systems integration, multi-directional data transfer, conditional workflow driven logic and broader automation support to facilitate efficiency



Automated insights and operational reporting

- Scheduled refresh capabilities will provide access to more timely insights while minimizing effort required to derive insights
- Custom tailored reports / visuals will support specific teams, departments and organizational functions with KPIs needed to drive performance

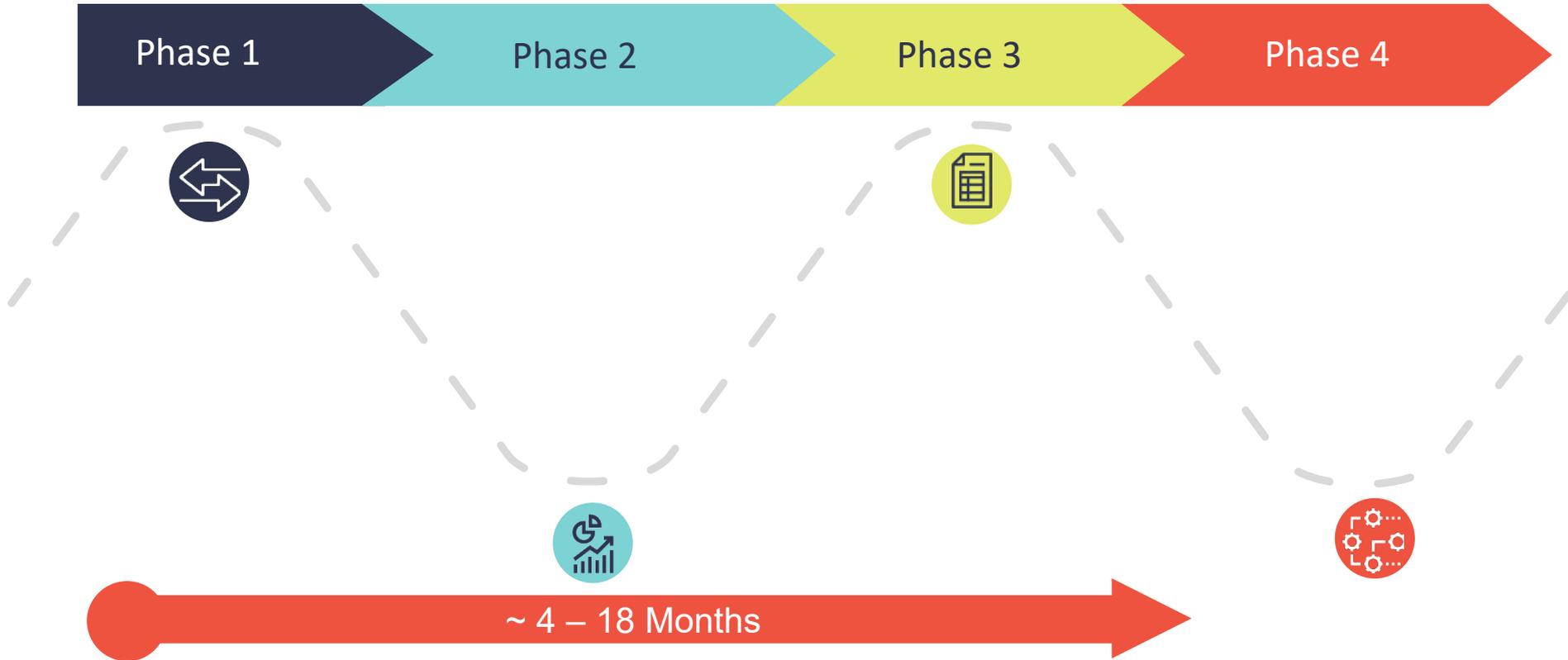


Numerous redundant systems eliminated

- Fewer core platforms required to operate effectively day-to-day
- Potential elimination of: DMAS, PayTrace, Curbstone, CornerStone, TL Ashford, Demand Solutions, AYS Software, Access



Example: Roadmap and Go-Forward Plan



Strategically Aligned, Open-Sourced Planning to More Effectively Execute and Drive Outcomes



Strategy

- Establish your AI ambition
- Assess AI maturity & readiness
- Develop AI strategy

Executive Strategy Survey

AI Maturity & Readiness Assessment

ELT Strategy Workshop



Planning

- Open-source potential AI use cases
- Create initial AI use case portfolio
- Define AI roadmap

AI Use Case Discovery (*interviews & survey*)

AI Portfolio & Roadmap



Execution

- Develop, deploy, & enable AI use cases
- Realize AI benefits & gain momentum
- Improve capabilities & business outcomes

AI Roadmap →

Polling Question

I would like a CLA professional to contact me to discuss:

- A. Digital, AI, cybersecurity assistance
- B. Financial modeling
- C. Market research, strategic planning
- D. Nothing at this time





Closing Thoughts



Call for HCLS Is to Understand Sweeping Changes, Create Plans, Execute Now to Meet the Coming Decade

1. Use strategic advisors to stay abreast of disruptions, anticipate risks, and capitalize on emerging opportunities

2. Recalibrate your strategic plan to reflect evolving realities. Align your plan to both short-term pressures and long-term growth goals

3. Drive decisions with data, using tools like financial models, scenario planning to drive informed decisions

4. Accelerate digital transformation to enhance operational efficiency and create new value streams as the industry evolves

5. Fortify data governance and cybersecurity

6. Analyze opportunities for new partnerships or M&A to expand capabilities, drive scale, or for financial sustainability

7. Plan for future workforce needs and for leadership and ownership transitions now



Questions?

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