

TACKLING LEGISLATIVE AND REGULATORY ISSUES TO MAXIMIZE BUSINESS SUCCESS

We are constantly told that the health care environment is continually changing. Yet, the next 24 months will bring new meaning to the words "transformational." Three factors are driving all health policy decisions both nationally and in state capitols: time, money, and politics. A virulent mix of these factors will add up to enormous challenges that confront today's health care provider community.

From budgetary challenges at both the state and federal level, to the formation of state health insurance exchanges, to the expansion of Medicaid eligibility and managed Medicaid programs, providers will need to be savvy to avoid the inevitable "race to the bottom" on payment rates. Business operations – from managed care contracting to public relations to government affairs to strategic planning – will need to be linked in ways that traditionally have not been needed. Identifying what can be changed in the public policy realm, and then holding teams responsible for results will be critical for system success. Revive's deep experience with state governments, legislatures, and regulatory agencies can help move your organization from a "wait and see" model to a targeted "identify and influence" model.

In this environment, organizations will succeed by responding quickly to a fluid environment, mapping a plan and also reacting swiftly to opportunities that arise. Historically the proper role of the government affairs function in a health system has been poorly understood, poorly defined, and seldom held accountable in ways similar to other "traditional" business functions. Since success may be more affected by the ability to influence outside decisions than by managing internal decision-making and organizational alignment, changes will be required for future success.

Fiscal realities in state capitols will make across-the-board budget cuts – especially to Medicaid rates – necessary and unavoidable for both elected officials and those who administer these programs. The key to outright avoiding or mitigating these cuts is differentiation, forcing elected officials to pick winners and losers by giving policy makers clear and convincing arguments about why your organization needs to be exempted from budget cuts or rate reductions.

Effectively communicating the value you provide in terms of quality and costs, in addition to the significant investments made in the communities you serve, will be paramount. Once this messaging is developed, it must be delivered to your target audiences and reinforced by trusted voices. It is important to identify the human assets that can actually deliver as opposed to talking a good game.

We have run multiple campaigns in multiple states (often at the same time), and as a result, have long-standing relationships with many states' top lobbying firms. We can help you to identify the right partner for success, and if needed, can manage all facets of a campaign on your behalf to achieve your stated goals. In brief, Revive can help through our P3 process – policy, positioning, and pursuit.

In today's challenging environment one thing is certain, you will be part of the solution. It is highly desirable to actually have a seat at the policy table helping to craft these solutions, rather than simply accepting the outcome of a fundamentally flawed process.

To deliver these solutions, Revive offers the following expertise in government relations and public affairs:

P3: POLICY

The development of industry-specific public policy options that demonstrate existing value, self-identify saving opportunities, and advance solutions that result in avoiding budgetary cuts or taking advantage of competitive opportunities. Revive can help with planning, either by complementing your existing team or by bringing new lobbying resources to the table when needed.

P3: POSITIONING

We can help harness existing communication infrastructure – by working with existing state organization and coalitions, or creating new ones – and using traditional and social media to launch meaningful PR/grassroots campaigns to influence the outcome of a legislative threat or opportunity. Through these efforts, Revive can help you differentiate your organization or your industry from others providers.

P3: PURSUIT

We can make sure your government affairs capabilities match the challenges you face, and give you the best chance for a successful outcome. Revive can identify lobbying assets, and manage them from start to finish to accomplish a legislative or regulatory objective. Our expertise lies in shifting your organization from a "wait and see" model to a targeted "identify and influence" model.

REVIVE DELIVERS

Revive provides government relations and public affairs services to clients, both as part of broader client engagements and as a discrete service offering. Our dedicated team has deep health care expertise and relationships in Washington, D.C. and in state capitols across the country.

Revive has successfully managed engagements focused on a number of different tough challenges and big opportunities:

- Assisting with specific legislative or regulatory challenges or opportunities
- Supporting the CON process and the FTC process for mergers and acquisitions
- Developing policy solutions to use with state legislators and officials (self-identified savings plans, public-private partnerships, or other innovative polices to avoid budget cuts)
- Evaluating existing capacity and identifying lobbying assets
- Managing lobbyists on targeted issues or for general representation
- Long-term strategic planning relating to government affairs objectives (state, multi-state, or national)
- Integrating government affairs into existing business models
- Designing and implementing state specific or multi-state issue campaigns
- Designing and implementing PR/grassroots support to complement advocacy campaigns

