

# Deborah Heart and Lung Center

Southern New Jersey  
Development Council

Jim Andrews, MHL  
President and CEO



# Intro

- First Impressions
- Why I Demand Deborah



# Mission

## 1 of 3

Hospitals in the United States that have an exemption from CMS to not bill patients individually for healthcare services.

- St. Jude Children's Research Hospital
- Shriners Hospitals for Children
- Deborah Heart and Lung Center



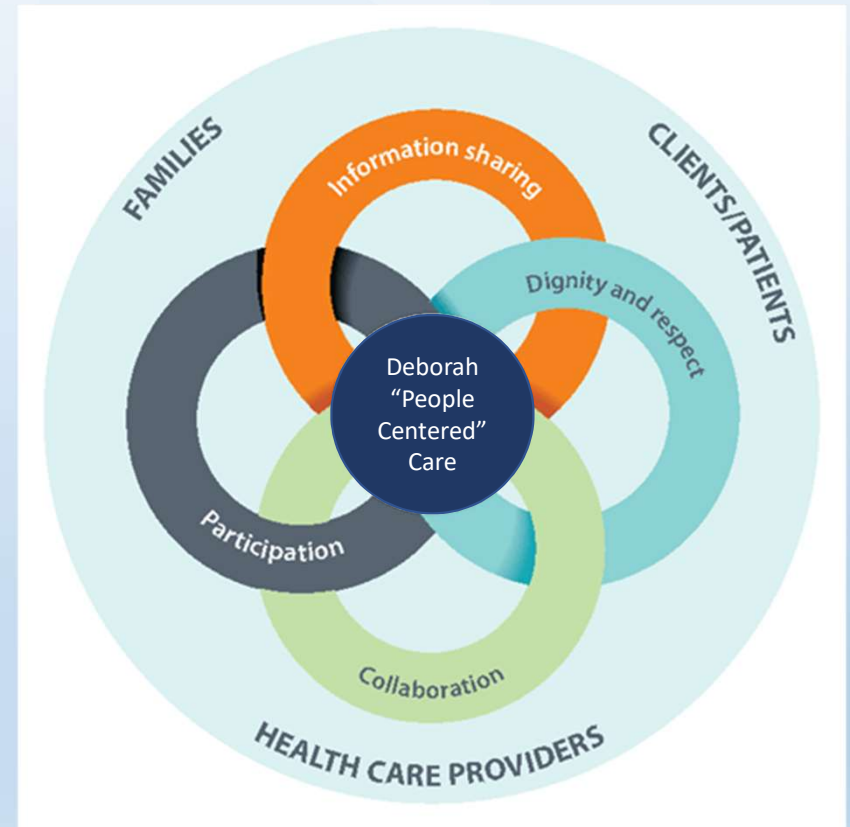
This wasn't a bill, and it never will be.



# Culture



Deborah's patient centered care model in 1975

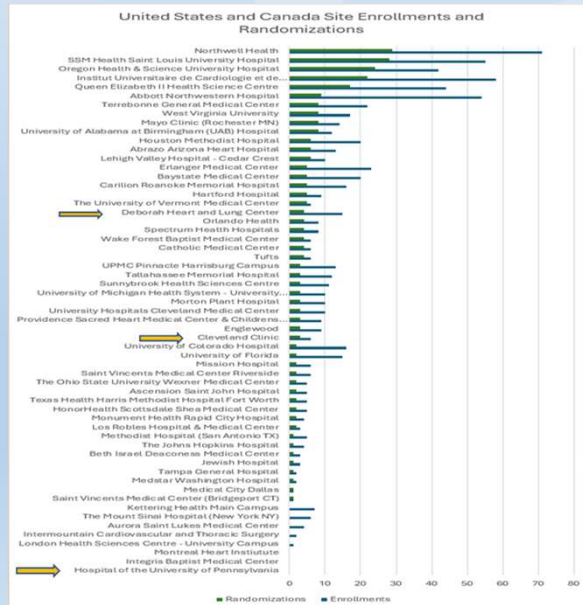


Deborah's philosophy on People Centered Care in 2025

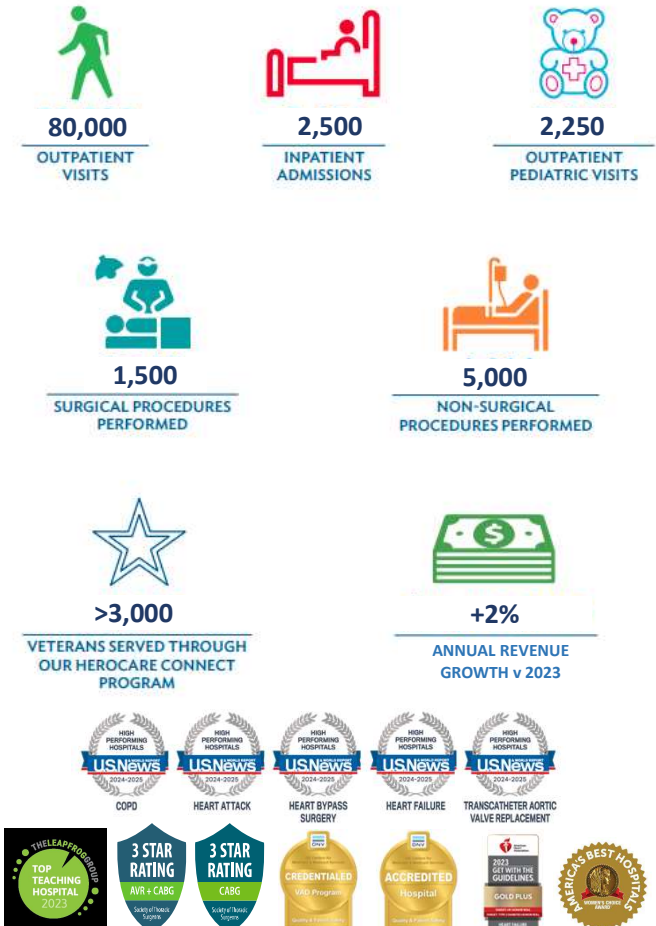
# Quality



## EXPAND II Trial : TAVR in Moderate Aortic Stenosis



## Deborah Heart and Lung Center By the Numbers – 2024 Totals



# Why Change After 100+ Years of Success?

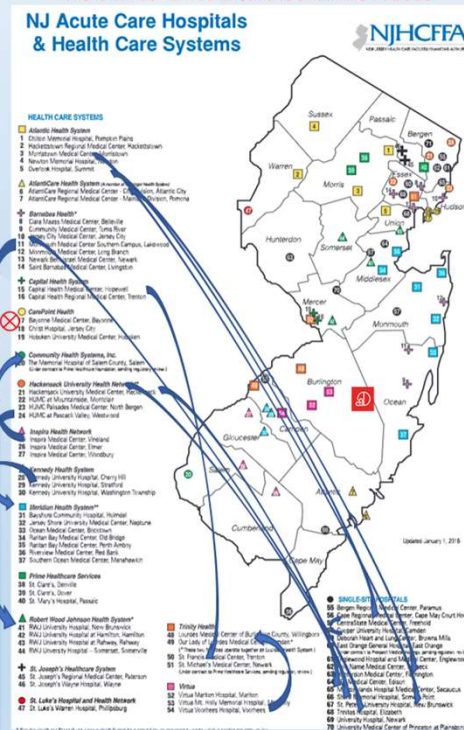
## A Changing Healthcare Landscape



*In 1998 Hurricane Mitch dumped 75 inches of rain in Honduras that changed the course of the Choluteca River so that it no longer ran under this bridge. The roads to the bridge were swept away.*

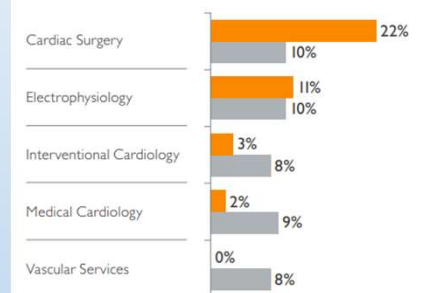
## New Jersey's Landscape Shift

*This is what NJ healthcare looked like in 2015*

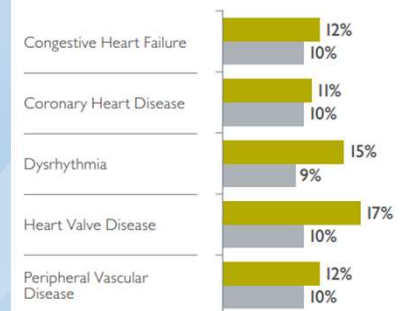


## Patients Flows Are Changing

INPATIENT CARDIOVASCULAR FORECAST BY SUBSERVICE LINE, US Market, 2022–2027



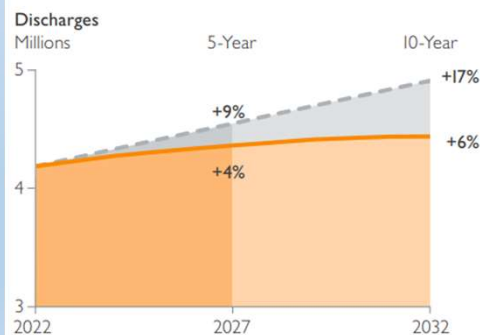
OUTPATIENT CARDIOVASCULAR FORECAST FOR SELECT CARE FAMILIES, US Market, 2022–2027



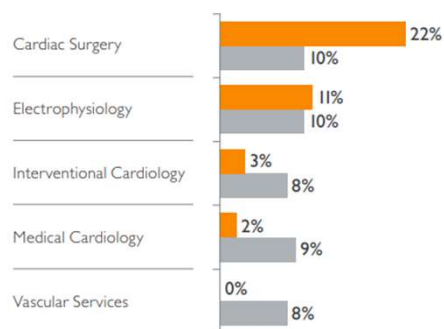
# Adapting to the Outpatient Shift in Southern New Jersey

- The overall cardiovascular market is projected to increase in both inpatient and outpatient settings in Southern New Jersey
  - Cardiac Surgery will make up a large amount of this inpatient growth
  - Diagnostic cath will make up a large portion of the shift from inpatient to outpatient
  - CHF and CHD is projected to drive much of the outpatient volume increase
- Pressure from payors on quality metrics and outcomes is only expected to increase in coming years
- Market share growth projections in Southern New Jersey are where the people are migrating to as they get older.
- Hospital facilitated Evaluation and Management cases need to be centered around niche/specialty care (AHF, pulmonary hypertension, adult congenital, amyloid, etc)

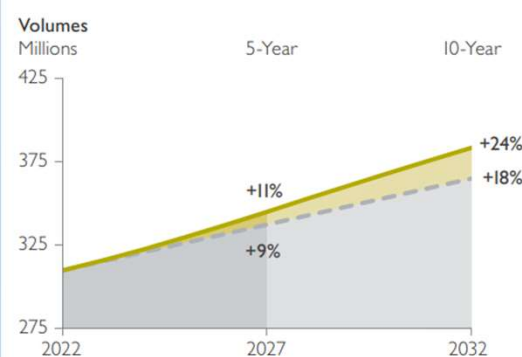
INPATIENT CARDIOVASCULAR FORECAST  
US Market, 2022–2032



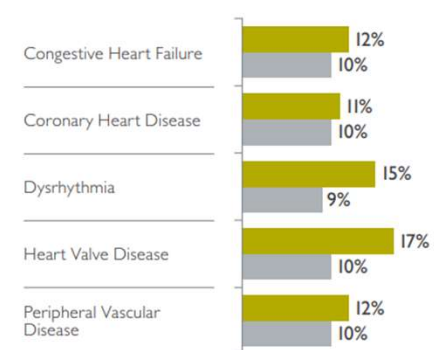
INPATIENT CARDIOVASCULAR FORECAST BY  
SUBSERVICE LINE, US Market, 2022–2027



OUTPATIENT CARDIOVASCULAR FORECAST  
US Market, 2022–2032

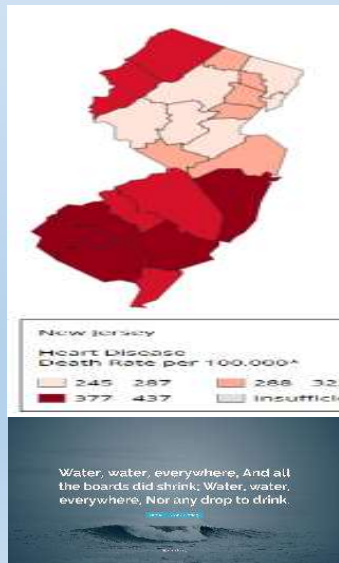


OUTPATIENT CARDIOVASCULAR FORECAST FOR  
SELECT CARE FAMILIES, US Market, 2022–2027



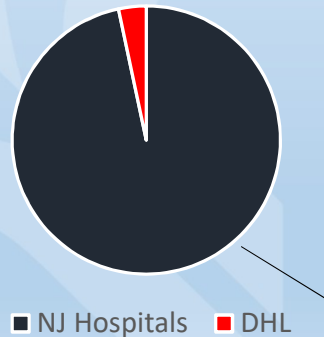
# Barriers Facing Deborah Heart and Lung Center's Growth

- DHLC is too dependent on inpatient medical/surgical cardiology referrals for our operating margin.
- Markets will continue to shift towards outpatient care in the future but the hospital lacks the size and proximate geographic population density to compete on its own.
- The other hospital systems are gaining market share and increasing their own keepage rates in the markets which DHL historically captured.



2/26/2025

NJ Heart and Lung Market  
Revenue Share



The hospital is at a critically important point in their financial viability in the market

## Internal Changes:

- Leadership Transition
- Increased debt/bond rating impact of physical plant investments.
- Construction delays
- Transitions in specialty providers (AHF, CTS) which require new relationships to be built.
- Ensuring prioritization of Health Equity & Community Forward Mission
- Flat Margins/Volume
- Donor shifts post-COVID

## External Changes:

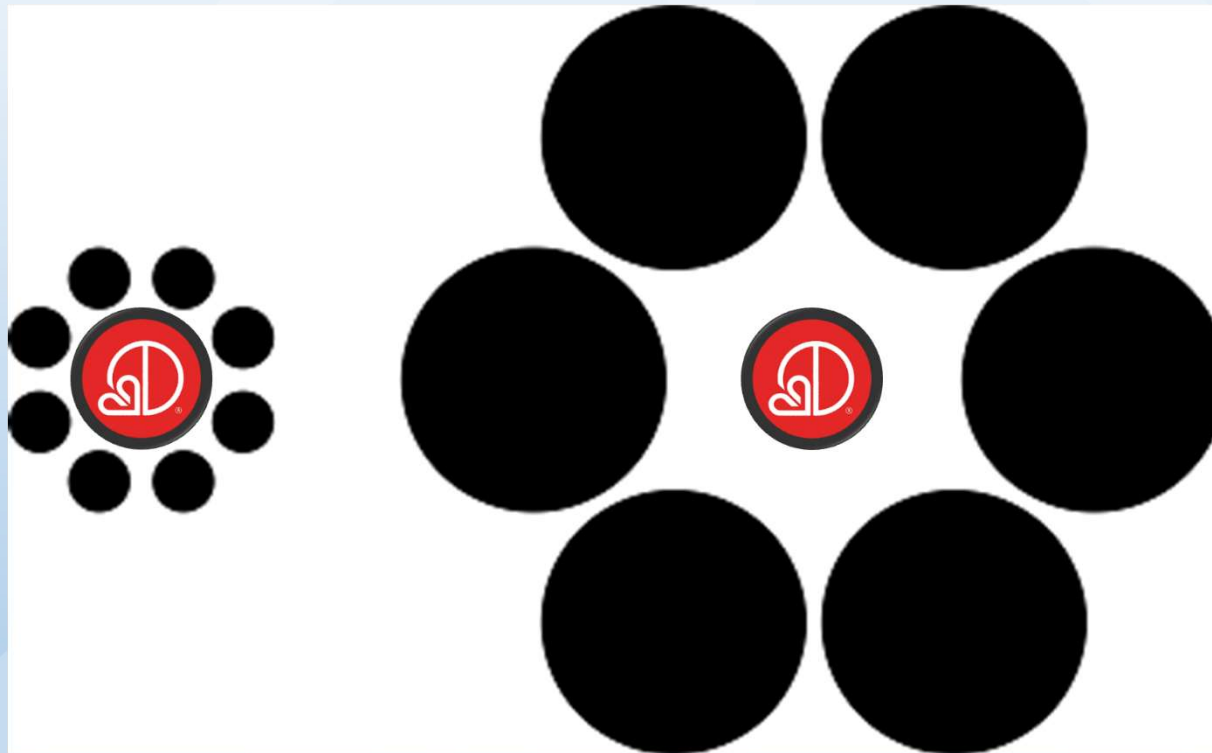
- Impact of COVID on procedure portfolio.
- Remaining independent against the growing Super-Systems
- National Staffing Crisis Impacting Techs, Office Staff, Nurses
- Expansion of Elective PCI
- Longer Credentialing Times with Payors and Decreasing Payments
- Market shift to ASCs/OBLs
- Rise of At-Risk Value-Based Contracts
- **Federal Medicaid Cuts**



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Source: UB04, Trilliant data

# How it Started v. How its Going



# What Are We Doing Today?

## *All the Little Things...Better*

1. Access/Availability
2. Customer Service/Patient Satisfaction
3. Quality/Outcomes



**\$108M Capital Expansion** to create all modernized private rooms for a concierge feel to the already high quality care we provide. With this we hope to grow 20% over the next 3 years and create 200 jobs more jobs for the local economy.

### Promote Quality & External Rankings



### Targeted Marketing Campaigns:



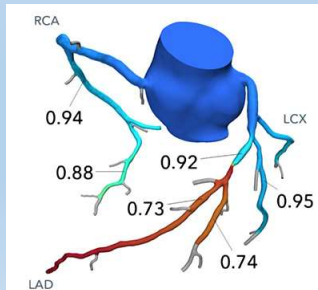
### Expand Reach of Foundation



### Engage Patients at Home



### Increase CV Imaging Outposts/Access   Extend Hours/Days of Elective Cases



### Grow Outpatient Visits >10% YoY:



### Optimize APPs/Care Team



# Building Sustainable Bridges in Southern New Jersey



Deborah can no longer exist on an island, all lines are open as we explore opportunities in the community for innovative care models, joint ventures, and corporate partners.



## Economic Development

The SNJDC functions as a Government Affairs Liaison and Economic Development Advocate. We are proud to contribute to our region's growth by working cooperatively with the region's county economic development directors in serving as Southern New Jersey's "Unified Voice for Progress."

The SNJDC is charged with promoting responsible economic development in South Jersey through our efforts and services including:

- **Advocacy and Legislative Support:** We provide public testimony and are actively engaged in advocacy efforts towards the promotion of favorable policies and regulations for the development of our region and to ensure the long-term, overall health of South Jersey's economy.
- **Business Services:** Our mission is to attract and grow our business community. We can assist businesses thrive, grow, and succeed across our region, whether you need assistance from government and regulatory agencies at the local, state and federal level; assistance with site selection; or state certifications attainment that can prove advantageous with local, state, and federal contracting opportunities.
- **State, County, and Municipal Resource Information:** The SNJDC can provide community, economic and redevelopment assistance, identify project funding and qualifying grant program opportunity identification, application and permitting support and assistance, site identification and selection, and acquisition assistance.
- **Hosting Informative Events and Networking Opportunities:** Our annual events include Construction Forecast, Public Policy Speaker Series, Sound Off for South Jersey Legislative Conference, and our Day on the Delaware Economic Development Tour along the Camden Waterfront (to name a few). They provide timely information and the occasion to make new contacts and reconnect with existing ones.
- **Marketing, Media, Public Relations Support:** The SNJDC can help increase your projects visibility throughout our network of more than 5,000 business, industry, and government contacts, and develop and host groundbreakings, ribbon cuttings, press events, town halls, seminars, and virtual webinars.
- **Connections and Introductions:** The SNJDC has facilitated partnerships across industry including with developers, local businesses, manufacturers, educational institutions, research organizations, representatives from the trades, as well as county and local governments.
- **Community Engagement:** The SNJDC has engaged with local communities to ensure they are well-informed about various development projects and the possible career opportunities, and to create pathways for a broader inclusion of diverse businesses pursuing the many opportunities afforded our region through the various states of project development and construction.

# Public Service Announcement

## *What We Can All Do Together = Patient Empowerment*

Right to Choose



Financial Transparency



Access to Outcome Data





Questions