



State of academic medical centers in 2022: West

# A grander purpose

Across the Western U.S., academic medical centers (AMCs) take on the most complex care in their communities, serve those most in need, discover technological and medical breakthroughs and educate future generations of health professionals. AMC executives are addressing revenue streams, liquidity pressure and investing in future growth.

When AMCs are competing for talent, some health systems and their universities are standing out by expanding the hospital system's mission to encourage healthy, equitable communities more broadly. They use their prominent platforms to address:

- Supplier diversity
- Environmental sustainability
- Affordable housing
- Financial literacy

## **Payer mix is deteriorating**

The patient population relying on government health plans is growing at the same time that privately insured patients are gravitating toward newer entrants to the healthcare market. Organizations in the region are tapping into new revenues and maintaining margins by:

- Developing in-house pharmacy operations to gain better pricing on specialty drugs
- Using tech-transfer offices to convert cutting-edge research into lucrative licenses or startups
- Expanding enrollment and teaching capacity in physician and nursing programs

# Cybersecurity is top of mind

After a few high-profile attacks on universities and hospitals, AMCs are bolstering their efforts to prevent fraud and cyberattacks that could jeopardize patient and employer records, facilities and reputations.

Our team can help AMCs assess their current practices, implement stronger controls and incorporate cybersecurity into existing disaster-recovery plans.

*“We provide resources to our clients and help them think about how they navigate security in the future.”*

**Dan Smith**

Managing Director, West  
Healthcare, Higher Education and Nonprofit

J.P. Morgan’s deep experience in **healthcare** can help AMCs minimize operating costs to make the most of their revenue. Our **InstaMed** product works with Epic-based systems already in use at most AMCs to capture patient payments and help make EOBs and bills easier to send, simpler to understand and faster to collect. Reach out to learn how we can help make your health system more efficient and effective.

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