

**Urgent Care Association
Thought Leaders Summit at Clinical Consortium
July 16-18, 2022 – Napa, CA
Executive Summary**

Retrospective & Reset

Since the first Summit in 2017, Thought Leaders gatherings have focused on ensuring the relevancy of urgent care, and of UCA. The discussions at these meetings have led UCA to evaluate 25+ specific initiative recommendations, pursuing 16 of those to some conclusion.

The group discussed:

- Success and failure of the 16 initiatives
- Effects & implications of this broad-based, responsive approach
- UCA's plans to focus more narrowly going forward toward higher success rates

The consensus was that UCA must choose only a few initiatives that will be most impactful for urgent care and focus firmly on those if we are to make measurable progress on a national scale. (see below for initiatives selected)

What's Keeping Us Up at Night

The top issues discussed by the group were:

- Where to place their big bets on the future, given all the opportunities available to urgent care. Some of those discussed were:
 - o Sexual health
 - o Comprehensive patient experience that makes your urgent care “habit-forming”
 - o Low trust in at-home covid testing (many free tests now expired) and no at-home multi-tests (covid/flu/strep) should drive Fall volumes
 - o Consumerism is still highly localized, “quality” is crowdsourced now
- Labor challenges – primarily shortages and wage escalation, but also burnout (particularly among providers)

What's Next for Thought Leaders Group

Some follow-up from our Spring Summit in Las Vegas:

Custom portal for ongoing visit data entry/access – complete and ready for pilot testing. Exclusive to TL group. We will send a separate email with portal link, confidentiality/data security information, and how you can access rollup results on an ongoing basis.

Organizational “code” to share UCA benefits across your company – this will be available in our new membership system NLT Q4. It will eliminate the need to maintain lists with UCA of who in your organization should be receiving benefits access.

Preferences for Future Summits:

Group discussed format, content, locations and invitation list. The consensus is below, but since it was a small group, please complete the [survey](#) so we have a larger sample size to confirm.

- Want mix of outside speakers vs. group discussion
- Keep invitation criteria the same overall (CEO [allowing C-suite substitute] of largest UCCs only)
- Prefer location in center of country with lots of flights
- Keep “luxury” level and extensive social events
- Consider only 2 events/year: Advocacy Conference in D.C. and Summit at UCA Convention (eliminate in-person Summer Summit)
- Expand Summit at Convention to be more like Summer Summit – 2 days with deeper agenda
- Allow sponsors to attend some of the meeting/events but not all – TL’s want private discussion time
- Do not want to sit in on sessions CMO Clinical Consortium group, but bringing these groups together with a shorter, specific shared agenda could be effective.

UCA’s new Core Purpose Statements

The Board of Directors and Staff have been working on an update of our Mission/Vision statements into something new that focuses on who UCA is and why we are here – a shift in our messaging that we hope will resonate more clearly with potential members.

Thought Leaders reviewed the draft and provided feedback. The consensus was that UCA should focus on doing things that owners cannot do on their own. The final results are live [here on our website](#). The group also recommended we create something similar for the public (“about urgent care” vs. “about UCA”) and that work is underway.

UCA’s 2024+ Strategic Planning Work

Dr. Max Lebow and Lou Ellen Horwitz presented the early work toward our strategic plan for 2024 and beyond, to obtain feedback and input from the group. The UCA Board began this work in April in Las Vegas with a compilation of metatrends.

The Thought Leaders reviewed & commented on the results of that compilation, summarized below:

- **Patient Influencers** – what are all of the elements that are influencing our patients’ health, knowledge, decision-making, access, etc. and how have those created:
- **Changes in Patients** - delaying care, evolving expectations from urgent care in scope and access, desires vs. reality of on-demand, brand loyalty requirements, etc. which has led to:
- **Increased Diversification of Care Delivery & Competition** – in-home and tech-based options (by us or outside us), scope creep, etc.
- **Urgent Care Influencers** – who are our stakeholders, what’s happening within the industry, specific callouts around workforce dynamics, what’s impacting our income and what’s impacting our expenses

The final compilation will return to the Strategic Planning Task Force to continue work, next focusing on filtering what’s important/not important and what have a high ability/low ability to impact. We welcome additional volunteers to participate – reach out to Lou Ellen or Dr. Max Lebow.

Future Trends & Industry Predictions

Dr. Philip Ginsburg from Abbott, Mindi Barber from Cephied, and Ryan Roberts from Sense-Bio presented how their companies are thinking about future trends and predictions for urgent care. There was robust discussion among the group throughout this session.

Overview and Update from the Commission on Diversity

Dr. Cassandra Donnelly presented UCA’s plans for integrating DEI awareness and initiatives into our work (this presentation was also shared at the Spring Summit in Las Vegas) over the next three years and beyond. Our next milestone (August) is the launching of a survey to get a baseline for how urgent care is performing for certain segments so we can determine the full scope of work needed.

Final Evaluation and Selection of Advocacy Plan

The draft 4-year plan for UCA’s advocacy work was originally shared at the Advocacy Conference in D.C. in February, where the overall pathway and preferred priorities was approved. Since then, Kim Youngblood (Chief Government Affairs Officer) has more deeply evaluated the priorities and the pathways to success, including budgets. The group reviewed the plan details and provided feedback and suggestions.

Key results included:

- Educate Members of Congress – we must fully invest in this foundational step. Tactics include a “Sense of Congress” Resolution,

and creation of a UCA House of Delegates representing medium to smaller Urgent Care centers (to augment the Thought Leaders group that represents larger centers)

- Medicaid/Medicare Parity - the growing segment of Medicaid (and similar programs) is a multi-faceted opportunity for Urgent Care growth as well as an opportunity to address healthcare disparities - if it can be financially sustainable. These decisions should also influence private payers, and there are newly-passed models we can follow. Most tactics are at the state level, and we will begin with a focus on states with highest potential for impact and likelihood of success to create early momentum.
- Nationalize Urgent Care Industry Standards - we revisited whether this meant advocating to require Certification (scope of services) or Accreditation (quality standards) to be an urgent care (licensing, billing POS 20, etc.). The consensus was that UCA will focus advocacy work on Certification only and perhaps reconsider Accreditation in future years.
- Note: addressing healthcare disparities will be woven throughout this work.
- McDermott+Consulting is the likely consulting partner for all of these initiatives.

The annual budget for this work totals approximately \$1.5 million, so significant fundraising is required for us to begin, and to maintain momentum. Tactics include a specific launch campaign, expanding corporate giving aligned along these initiatives, and annual Advocacy fund drive, and leveraging leadership events to grow corporate giving.

Our sincere thanks to all of our Thought Leaders who contributed to these discussions. We believe these Summits greatly assist UCA in focusing efforts where we can be most impactful, and assuring support for those efforts and our overall direction. It was a small group, but the dialogue was tremendous.

IF YOU WERE NOT WITH US - [Please complete the survey](#) on future engagement for the Thought Leaders group so we can make our 2023 decisions for Summits and other events. Thank you.