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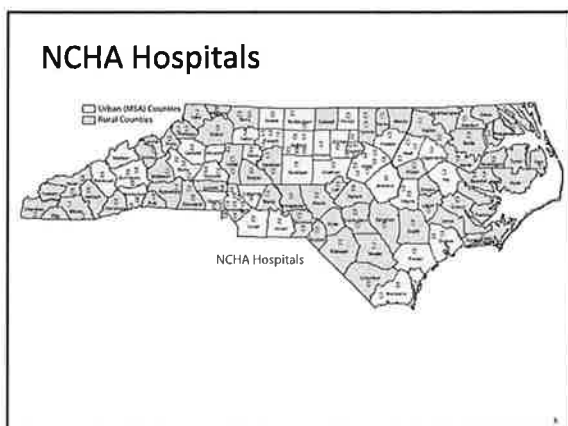
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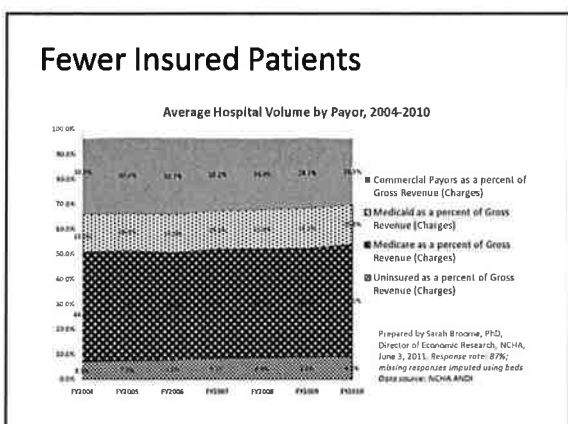
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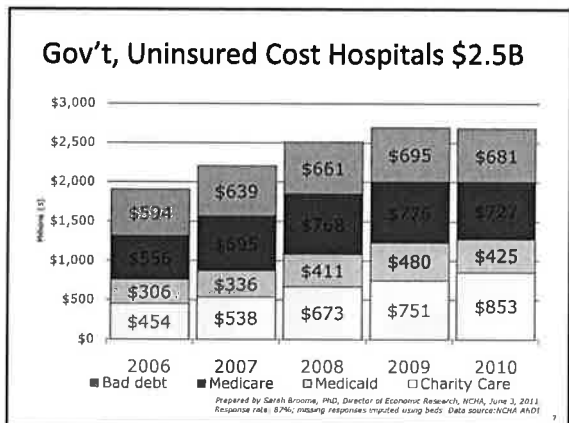
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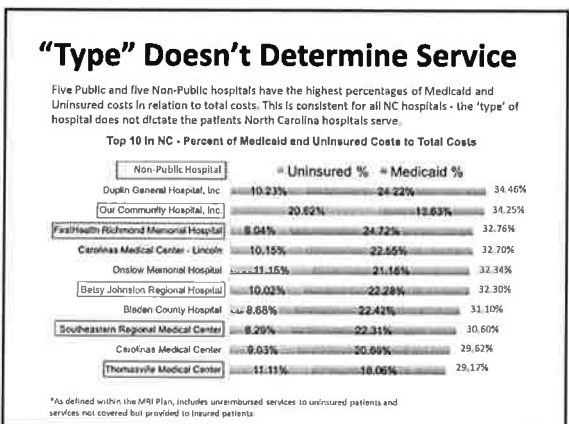
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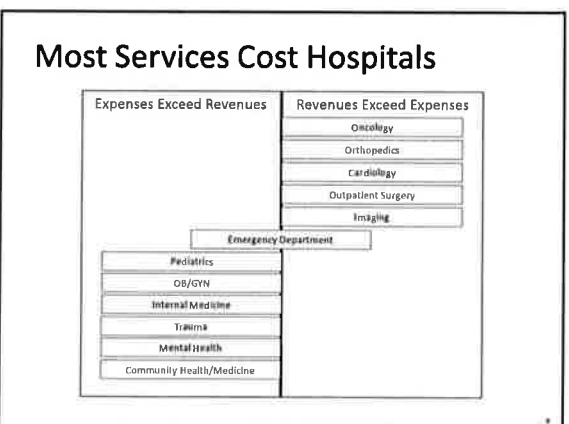
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## Summary

- Government paying for more hospital patients – privately insured declining but even more important
- Affordable Care Act and reimbursement cuts
  - Changes throughout health care
  - Focus on quality and efficiency
  - Consolidation/alignment/partnerships
  - Increased competition for certain services in certain communities
- Hospitals support CON to facilitate dual roles: act like a business while also providing access to needed care in an imperfect market
  - Cross-subsidization by payer
  - Cross-subsidization by service
  - Support safety net role

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