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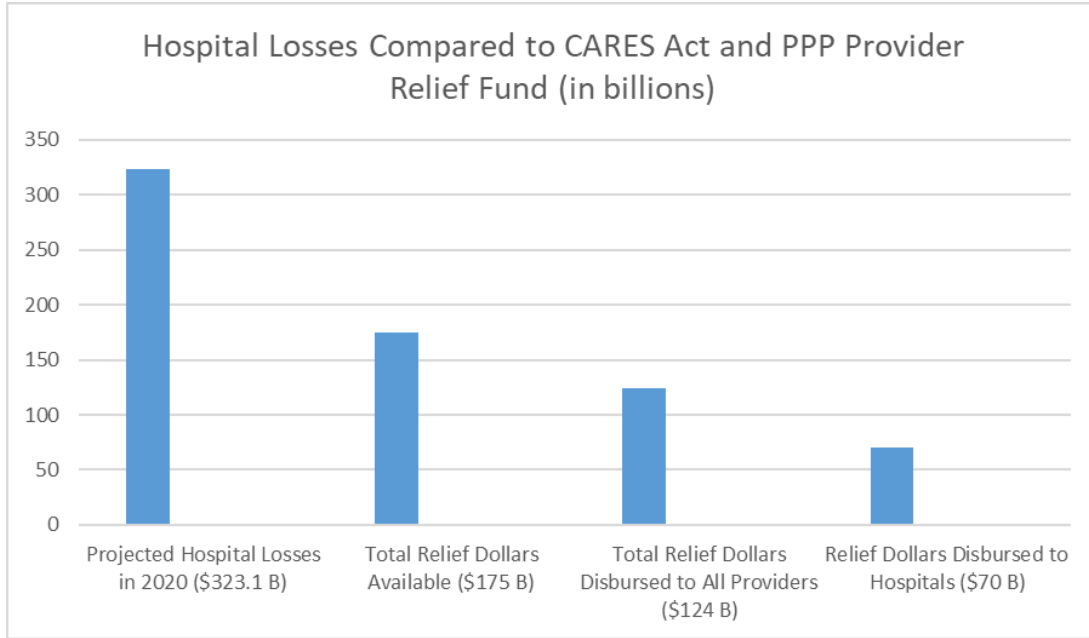
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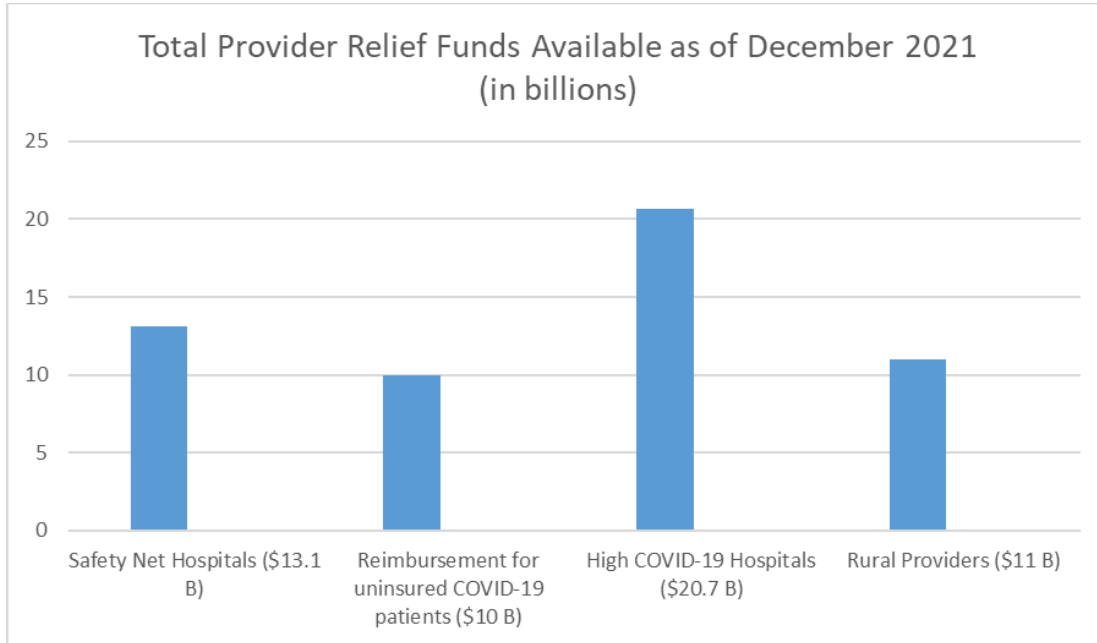
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Table 1: Hospital Losses Compared to CARES Act and PPP Provider Relief Fund (2020)

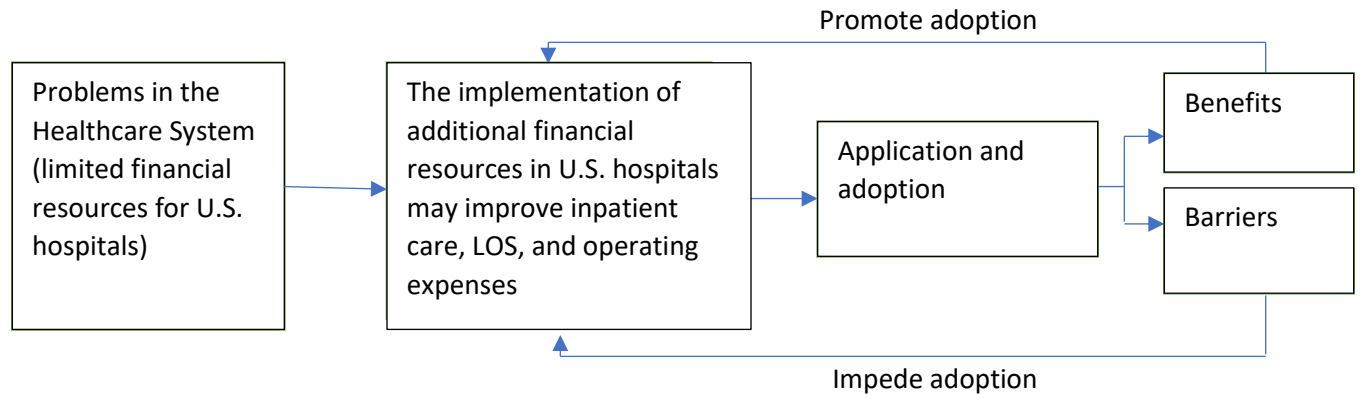


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Table 2: Allocation of Provider Relief Fund (2021)

**Figure 1**

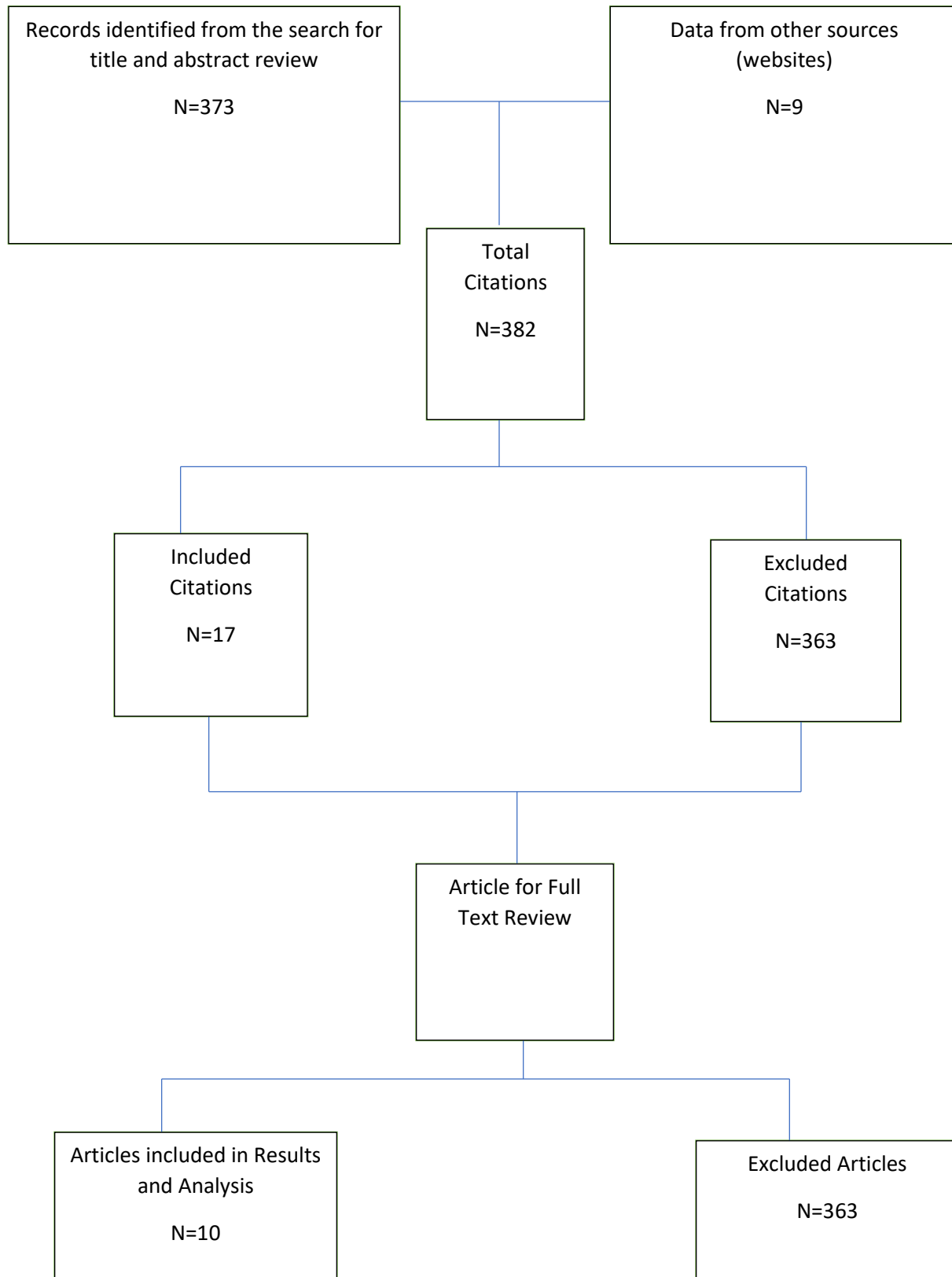
Conceptual Framework for COVID-19 Financial Consequences in U.S. Hospitals



Source: Adapted from Wilensky (2020)

**Figure 2**

Overview of Literature Evaluation





## APPENDIX

Question 1: What do you stand for as a leader?

Question 2: How has COVID-19 impacted your organization financially?

Question 3: How would you describe the status of your operating expenses this past year?

Question 4: What steps have you and members of your organization taken to combat the financial consequences of COVID-19?

Question 5: What methods have you found work best to not only retain your employees, but keep them motivated in the workplace, during the COVID-19 pandemic?

Question 6: How would you describe the pressure associated with holding an executive position of a healthcare organization during a pandemic? How have you dealt with that pressure?

Question 7: Regarding the response to the financial effects of the pandemic, would you say that your organization's strategic plan mirrored that of other nearby healthcare organizations, or was the plan derived internally? (In other words, did you notice similarities or differences in how your organization responded to the crisis versus how other local healthcare organizations responded?)

Question 8: How much of a financial impact did employees taking time off work for COVID-19 related reasons have on your organization?

Question 9: What are some of the most important takeaways or lessons that you have learned from being an executive leader of a healthcare organization during a global pandemic? Have any of those lessons driven you to adjust your leadership style or pre-existing business practices within your organization?

Question 10: Given what you have seen/experienced from the pandemic thus far, where do you think the future of healthcare is headed? (Both your organization and the healthcare industry as a whole)