

ACADEMIC MEDICAL CENTER ROAD MAP TO VALUE						
LOWER		Degree of Care Transformation & Financial Sustainability			HIGHER	
ORGANIZATIONAL CAPABILITIES		STRATEGIES & INITIATIVES				
People/Culture						
Governance	Educate Leadership		Improve Transparency		Streamline Decisions	
Strategy and Structure	Review Strategy by Segment			Develop Centralized Structure		Bend Cost Curve
Management	Align Executive Leadership		Develop Common Plans, Goals		Align Incentives	
Physicians	Educate		Assess Performance		Align Compensation	
Staffing and Skills	Assess Needs		Plan Attritions		Develop Leaders	
Communication and Culture	Articulate Value Message		Engage Stakeholders		Lead Strategies and Initiatives	
Business Intelligence						
Clinical Information Systems	Implement EHR, All Settings		Establish Alerts		Establish Disease Registries	
Financial Reporting & Costing	Directional, Limited		Precise, All Settings		Longitudinal	
Performance Reporting	Core, Process Measures		Strategic Measures		Outcomes	
Analytics and Warehouses	Review Data Governance		Integrate Clinical, Financial Data		Deploy Research-Related Analytics	
Performance Improvement						
Process Engineering	Identify Methodology(ies)		Establish Cross-Functional Forum		Initiate Efforts	
Evidence-based Medicine	Patient Safety		Readmissions and Hospital-Acquired Conditions		Utilize Data	
Care Team Linkages	Measure Primary Care Access		Expand Primary Care		Expand Cross-Department	
Stakeholder Engagement	Create Transparency		Educate Patients		Expand Cross-Continuum	
Contract & Risk Management						
Financial Planning	Rolling Calendar		Update Cash Flow Planning		Update Capital Budgeting and Capital Access Planning	
Financial Modeling	Maintain Short Term View				Quantify and Allocate Initiative Impacts	
Risk Modeling	Analyze Profit/Loss		Estimate Financial Exposure		Utilize Predictive Modeling	
Contracting	Negotiate Prices		Partner with Quality		Partner Strategically	
					Manage Care by Setting	
					Establish Patient Accountability	
					Conduct Multifactorial Scenario Planning	
					Develop Risk Mitigation Strategy	
					Prepare for Second-Generation VBP	
					Experiment with Value-Based Purchasing (VBP)	
					Partner with Payers	