

LOWER

Degree of Care Transformation & Financial Sustainability

HIGHER

**ORGANIZATIONAL CAPABILITIES**

**STRATEGIES & INITIATIVES**

<b>People/Culture</b>							
Governance	Review Governance	Adjust Board Composition	Educate Leadership	Augment Governance			
Strategy and Structure	<b>Review Strategy by Segment</b>		<b>Bend Cost Curve</b>		<b>Demonstrate Evidence of Lower Total Cost</b>		
Management	Develop Common Plans and Goals		Align Incentives	Manage to Measurement			
Physicians	Educate	<b>Assess Performance</b>		<b>Align Compensation</b>		Develop Leaders	Lead Strategies and Initiatives
Staffing and Skills	Assess Needs	Plan Attritions	Add Staff Strategically	Educate	Align Incentives	Enhance Leadership	
Communication and Culture	Deliver Value Message	Educate	<b>Engage Stakeholders</b>		<b>Experiment with Payment, Care Delivery</b>		Take Risks
<b>Business Intelligence</b>							
Clinical Information Systems	Implement EHR, All Settings		Establish Alerts	<b>Establish Disease Registries</b>		Develop Data Exchanges	
Financial Reporting & Costing	Directional, Limited		Precise, All Settings	<b>Longitudinal</b>		Complete Per-Member, Per-Month Costing	
Performance Reporting	Core, Process Measures		Strategic Measures	<b>Outcomes</b>		<b>Population Based</b>	
Analytics and Warehouses	Review Data Governance	<b>Integrate Clinical, Financial Data</b>		<b>Develop Analytics</b>		Expand Databases	Support Real-Time Decisions
<b>Performance Improvement</b>							
Process Engineering	Identify Methodology(ies)	Establish Cross-Functional Forum		Initiate Efforts	Utilize Data	Expand Cross-Department	Expand Cross-Continuum
Evidence-based Medicine	Patient Safety	Readmissions and Hospital-Acquired Conditions		Standards, Protocols	High-Risk Care	<b>Chronic Conditions</b>	
Care Team Linkages	<b>Leverage Primary Care</b>		Right-Size Specialty	<b>Partner Strategically</b>		<b>Expand the Scope of Services</b>	
Stakeholder Engagement	Create Transparency	Educate Patients	Share Decision Making	Engage the Community	Establish Patient Accountability		
<b>Contract &amp; Risk Management</b>							
Financial Planning	Rolling Calendar	Update Cash Flow Planning		Update Capital Budgeting and Capital Access Planning			Quantify and Allocate Initiatives
Financial Modeling	Maintain Short-Term View			Conduct Multifactorial Scenario Planning			
Risk Modeling	Analyze Profit/Loss	Estimate Financial Exposure		Utilize Predictive Modeling			Develop Risk Mitigation Strategy
Contracting	Negotiate Prices	Partner with Quality	Experiment with Value-Based Payment (VBP)	<b>Partner with Payers</b>		Prepare for Second-Generation VBP	