

LOWER

Degree of Care Transformation & Financial Sustainability

HIGHER

ORGANIZATIONAL CAPABILITIES	STRATEGIES & INITIATIVES					
People/Culture						
Governance	Educate Leadership		Revisualize the System		Integrate Business Unit Perspectives Augment Governance	
Strategy and Structure	Bend the Cost Curve		Adjust Centralized/Decentralized Functions		Develop Systemwide Strategic Plan Develop Networkwide Plan	
Management	Align Business Unit Incentives			Redesign Scorecards		Monitor/Adjust Performance
Physicians	Educate	Develop Leaders	Elevate/ Integrate/Coordinate Physicians		Assess Performance	Align Incentives Lead Strategies and Initiatives
Staffing and Skills	Assess Needs	Plan Attritions	Add Strategically		Educate	Align Incentives Enhance Leadership
Communication and Culture	Articulate the Value Message		Educate	Engage Stakeholders		Experiment with Payment, Care Delivery
Business Intelligence						
Clinical Information Systems	Develop EHR + Data Architecture		Implement EHR Systemwide		Establish Alerts	Establish Disease Registries Develop Data Exchanges
Financial Reporting and Costing	Connecting Systems, Data		Directional, Limited		Precise, All Settings	Longitudinal Complete Per Member, Per Month Costing
Performance Reporting	Core, Process Measures		Strategic Measures		Outcomes Population Based	
Analytics and Warehouses	Review Data Governance		Integrate Clinical, Financial Data		Develop Analytics	Expand Databases Support Real-Time Decisions
Performance Improvement						
Process Engineering	Prioritize Targets		Spotlight Process-Based Scorecarding		Reduce Variation	Focus Cross-Department Focus Cross-Continuum
Evidence-based Medicine	Patient Safety	Readmissions and Hospital-Acquired Conditions		Standards, Protocols	High-Risk Care	Chronic Conditions Wellness
Care Team Linkages	Evaluate Primary Care Sufficiency		Expand Care Teams		Right-Size Specialty	Manage Care Network Manage Care by Setting
Stakeholder Engagement	Create Transparency		Educate Patients		Share Decision Making Establish Patient Accountability	
Contract & Risk Management						
Financial Planning	Review Capital Allocation Strategy		Integrate Business Unit Budgeting		Develop Network-Level Budgeting and Reporting Quantify Initiatives	
Financial Modeling	Maintain Short Term View of Performance					Conduct Multifactorial Scenario Planning
Risk Modeling	Analyze Profit/Loss		Estimating Financial Exposure		Utilize Predictive Modeling Develop Risk Mitigation Strategy	
Contracting	Negotiate Prices	Partner with Quality		Experiment with Value-Based Payment (VBP)	Partner with Payers	Prepare for Second-Generation VBP