

LOWER

Degree of Care Transformation & Financial Sustainability

HIGHER

ORGANIZATIONAL CAPABILITIES

STRATEGIES & INITIATIVES

ORGANIZATIONAL CAPABILITIES		STRATEGIES & INITIATIVES					
People/Culture							
Governance	Review Governance	Adjust Board Composition		Educate Leadership		Augment Governance	
Strategy and Structure	Review Strategy by Segment		Assess Mergers and Alliances			Bend Cost Curve	
Management	Align Executive Leadership	Develop Common Plans and Goals		Align Incentives		Manage to Measurement	
Physicians	Educate	Assess Performance		Align Compensation		Develop Leaders	
Staffing and Skills	Assess Needs	Plan Attritions	Add Staff Strategically		Educate	Align Incentives	Enhance Leadership
Communication and Culture	Deliver Value Message	Educate		Engage Stakeholders	Experiment with Payment, Care Delivery		Take Risks
Business Intelligence							
Clinical Information Systems	Implement EHR, All Settings		Establish Alerts		Establish Disease Registries		Develop Data Exchanges
Financial Reporting & Costing	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	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	Chronic Conditions
Care Team Linkages	Measure Primary Care Access	Expand Primary Care		Right-Size Specialty Services		Partner Strategically	
Stakeholder Engagement	Create Transparency	Educate Patients		Share Decision Making	Engage the Community		Establish Patient Accountability
Contract & Risk Management							
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)		Partner with Payers	Prepare for Second-Generation VBP