

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
Communication and Culture	Deliver Value Message	Educate	Engage Stakeholders	Experiment with Payment, Care Delivery	
Business Intelligence					
Clinical Information Systems	Implement Electronic Health Records (EHRs), All Settings		Establish Alerts	Establish Disease Registries	
Financial Reporting and Costing	Directional, Limited		Precise, All Settings	Longitudinal	Complete Per-Member, Per-Month (PMPM) Costing
Performance Reporting	Core, Process Measures		Strategic Measures		Outcomes
Analytics and Warehouses	Review Data Governance	Integrate Clinical, Financial Data		Develop Analytics	Expand Databases
Performance Improvement					
Process Engineering	Identify Methodology(ies)	Establish Cross-Functional Forum		Initiate Efforts	Utilize Data
Evidence-based Medicine	Patient Safety	Readmissions and Hospital-Acquired Conditions (HACs)		Standards, Protocols	High-Risk Care
Care Team Linkages	Measure Primary Care Access	Expand Primary Care (PC)		Right-Size Specialty	Partner Strategically
Stakeholder Engagement	Create Transparency	Educate Patients		Share Decision Making	Engage the Community
Contract and Risk Management					
Financial Planning	Rolling Calendar		Update Cash Flow Planning	Update Capital Budgeting and Capital Access Planning	
Financial Modeling	Maintain Short-Term View				Conduct Multifactorial Scenario Planning
Risk Modeling	Analyze Profit/Loss		Estimate Financial Exposure		Utilize Predictive Modeling
Contracting	Negotiate Prices	Partner with Quality		Experiment with Value-Based Payment (VBP)	Partner with Payers
					Prepare for Second-Generation VBP