### ORGANIZATIONAL CAPABILITIES

<table>
<thead>
<tr>
<th>People/Culture</th>
<th>STRATEGIES &amp; INITIATIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>Educate Leadership</td>
</tr>
<tr>
<td>Strategy and Structure</td>
<td>Review Strategy by Segment</td>
</tr>
<tr>
<td>Management</td>
<td>Align Executive Leadership</td>
</tr>
<tr>
<td>Physicians</td>
<td>Educate</td>
</tr>
<tr>
<td>Staffing and Skills</td>
<td>Assess Needs</td>
</tr>
<tr>
<td>Communication and Culture</td>
<td>Articulate Value Message</td>
</tr>
</tbody>
</table>

### Business Intelligence

<table>
<thead>
<tr>
<th>Clinical Information Systems</th>
<th>Implement EHR, All Settings</th>
<th>Establish Alerts</th>
<th>Establish Disease Registries</th>
<th>Modify EHR</th>
<th>Develop Data Exchange</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Reporting &amp; Costing</td>
<td>Directional, Limited</td>
<td>Precise, All Settings</td>
<td>Longitudinal</td>
<td>Complete Per-Member, Per-Month Costing</td>
<td></td>
</tr>
<tr>
<td>Performance Reporting</td>
<td>Core, Process Measures</td>
<td>Outcomes</td>
<td>Population Based</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analytics and Warehouses</td>
<td>Review Data Governance</td>
<td>Integrate Clinical, Financial Data</td>
<td>Display Research-Related Analytics</td>
<td>Support Real-Time Decisions</td>
<td></td>
</tr>
</tbody>
</table>

### Performance Improvement

<table>
<thead>
<tr>
<th>Process Engineering</th>
<th>Identify Methodology(ies)</th>
<th>Establish Cross-Functional Forum</th>
<th>Initiate Efforts</th>
<th>Utilize Data</th>
<th>Expand Cross-Department</th>
<th>Expand Cross-Continuum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evidence-based Medicine</td>
<td>Patient Safety</td>
<td>Readmissions and Hospital-Acquired Conditions</td>
<td>Standards, Protocols</td>
<td>High/Risk-Care</td>
<td>Chronic Conditions</td>
<td>Wellness</td>
</tr>
<tr>
<td>Care Team Linkages</td>
<td>Measure Primary Care Access</td>
<td>Expand Primary Care</td>
<td>Right-Size Specialty</td>
<td>Partner Strategically</td>
<td>Manage Care by Setting</td>
<td></td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td>Create Transparency</td>
<td>Educate Patients</td>
<td>Share Decision Making</td>
<td>Establish Patient Accountability</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Contract & Risk Management

<table>
<thead>
<tr>
<th>Financial Planning</th>
<th>Rolling Calendar</th>
<th>Update Cash Flow Planning</th>
<th>Update Capital Budgeting and Capital Access Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Modeling</td>
<td>Maintain Short Term View</td>
<td></td>
<td>Conduct Multifactorial Scenario Planning</td>
</tr>
<tr>
<td>Risk Modeling</td>
<td>Analyze Profit/Loss</td>
<td>Estimate Financial Exposure</td>
<td>Utilize Predictive Modeling</td>
</tr>
<tr>
<td>Contracting</td>
<td>Negotiate Prices</td>
<td>Partner with Quality</td>
<td>Experiment with Value-Based Purchasing (VBP)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Partner with Payers</td>
</tr>
</tbody>
</table>

### Strategy and Structure

- Review Strategy by Segment
- Develop Strategic Plan
- Bond Cost Curve

### Management

- Align Executive Leadership
- Develop Common Plans, Goals
- Align Incentives

### Physicians

- Educate
- Assess Performance
- Align Compensation
- Develop Leaders

### Staffing and Skills

- Assess Needs
- Plan Attritions
- Add Staff Strategically
- Educate

### Communication and Culture

- Articulate Value Message
- Educate
- Engage Stakeholders
- Conduct Payment/Care Delivery Experiments

### Business Intelligence

- Implement EHR, All Settings
- Establish Alerts
- Establish Disease Registries
- Modify EHR

### Financial Reporting & Costing

- Directional, Limited
- Precise, All Settings
- Longitudinal
- Complete Per-Member, Per-Month Costing

### Performance Reporting

- Core, Process Measures
- Outcomes
- Population Based

### Analytics and Warehouses

- Review Data Governance
- Integrate Clinical, Financial Data
- Display Research-Related Analytics
- Support Real-Time Decisions

### Performance Improvement

- 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
- Wellness

### Care Team Linkages

- Measure Primary Care Access
- Expand Primary Care
- Right-Size Specialty
- Partner Strategically

### Stakeholder Engagement

- Create Transparency
- Educate Patients
- Share Decision Making
- Establish Patient Accountability

### Contracting

- Negotiate Prices
- Partner with Quality
- Experiment with Value-Based Purchasing (VBP)
- Partner with Payers

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**ACADEMIC MEDICAL CENTER ROAD MAP TO VALUE**

**LOWER**

Degree of Care Transformation & Financial Sustainability

**HIGHER**

- Organizational Capabilities
- Strategies & Initiatives
- People/Culture
- Business Intelligence
- Financial Planning
- Risk Modeling
- Contracting
- Strategy and Structure
- Management
- Physicians
- Staffing and Skills
- Communication and Culture
- Governance
- Strategy and Structure
- Management
- Physicians
- Staffing and Skills
- Communication and Culture
- Governance