

ACADEMIC MEDICAL CENTER ROAD MAP TO VALUE						
LOWER		Degree of Care Transformation & Financial Sustainability			HIGHER	
ORGANIZATIONAL CAPABILITIES		STRATEGIES & INITIATIVES				
<b>People/Culture</b>						
Governance	Educate Leadership		Improve Transparency		Develop Centralized Structure	
Strategy and Structure	Review Strategy by Segment			Develop Strategic Plan		Bend Cost Curve
Management	Align Executive Leadership		Develop Common Plans, Goals		Align Incentives	
Physicians	Educate		Assess Performance		Align Compensation	
Staffing and Skills	Assess Needs	Plan Attritions	Add Staff Strategically		Educate	Align Incentives
Communication and Culture	Articulate Value Message		Engage Stakeholders		Conduct Payment/Care Delivery Experiments	
<b>Business Intelligence</b>						
Clinical Information Systems	Implement EHR, All Settings		Establish Alerts		Establish Disease Registries	
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		Deploy Research-Related Analytics	
<b>Performance Improvement</b>						
Process Engineering	Identify Methodology(ies)	Establish Cross-Functional Forum		Initiate Efforts		Utilize Data
Evidence-based Medicine	Patient Safety	Readmissions and Hospital-Acquired Conditions		Standards, Protocols		High Risk-Care
Care Team Linkages	Measure Primary Care Access		Expand Primary Care		Partner Strategically	
Stakeholder Engagement	Create Transparency		Educate Patients		Share Decision Making	
<b>Contract &amp; Risk Management</b>						
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 Purchasing (VBP)	
					Partner with Payers	Prepare for Second-Generation VBP