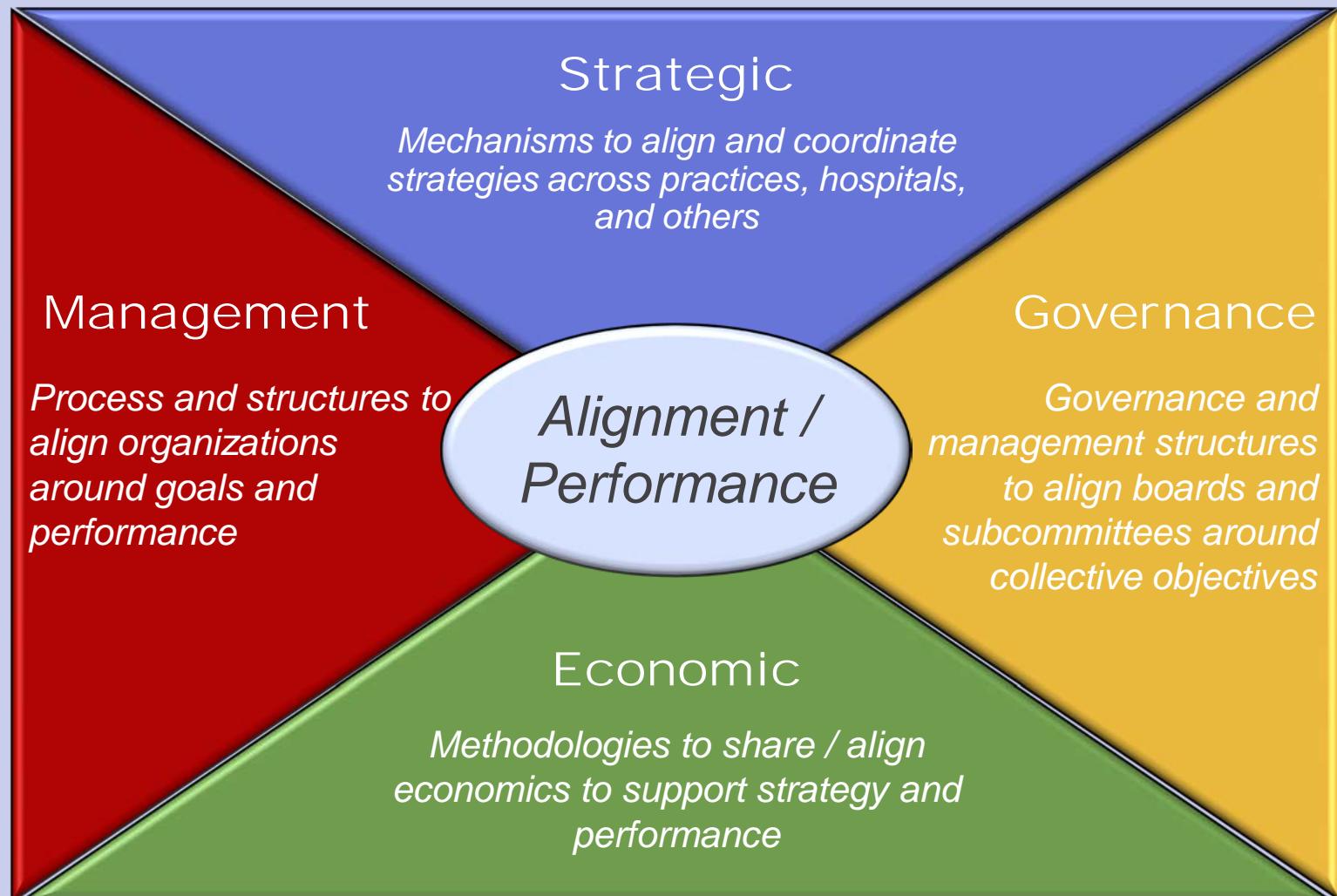


How to Use This Tool

- The Chartis Group designed this tool as a diagnostic aid for organizational leaders to gauge physician/hospital alignment across five key dimensions of performance: Vision, Strategy, Governance, Management and Economics.
- Greater alignment across these dimensions signals an organization's increased ability or readiness to successfully build a high performing, clinically integrated delivery platform.
- Alignment is holistic and iterative, so using this tool over time or at important milestones in an organization's development can show progress toward increased alignment and integration.
- This tool can help prioritize where an organization should focus its alignment efforts:
 - Sections with higher scores identify areas of organizational strength that can often be leveraged as points of differentiation in the marketplace while also providing a joint starting point for tackling more challenging dimensions of alignment
 - Sections with lower scores can identify areas that may pose risks to integration efforts and signal the need for increased focus
- While perfect scores are neither necessary nor expected in a given dimension, realization of the benefits of true clinical integration are unlikely to be achieved if significant deficits exist in one or more areas. Typically, a score of 20 or higher in any section is indicative of strong alignment.
- Should you have questions or require more information regarding use of this tool or how to advance your organization's physician-hospital alignment efforts, please contact:
 - Steve Levin, Director, The Chartis Group, slevin@chartis.com, 917.868.3698
 - Eric Mayeda, Senior Consultant, The Chartis Group, emayeda@chartis.com, 312.560.7505

Alignment Assessment: Dimensions of Alignment



Alignment Assessment: Mission/Vision and Culture

Please rate your organization on the following attributes using a rating of 1 to 5 by circling the appropriate rating:

1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree

Mission/Vision and Cultural Alignment

Physician staff and hospital/system leadership share the same vision for integration and organizational culture	1	2	3	4	5
Physicians and hospital/system leadership have a history of trusting and productive relationships	1	2	3	4	5
Employed physicians operate under unified org. structure, business processes, and governance	1	2	3	4	5
Fully integrated service lines exist including integrated management structure across the entire enterprise bridging professional and technical departments and programs	1	2	3	4	5
Senior leaders work well together and see the value of collaboration, alignment and integration	1	2	3	4	5
<i>Sub-Total</i>					



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Alignment Assessment: Strategic

Please rate your organization on the following attributes using a rating of 1 to 5 by circling the appropriate rating:

1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree

Strategic Alignment

Strategic planning is done jointly across, and for, the physician/hospital enterprise	1	2	3	4	5
Key, respected physician leaders are in place to lead alignment and integration efforts	1	2	3	4	5
Physician/clinical integration is a strategic priority for both hospital and physician entities (e.g. major thrust in strategic plan)	1	2	3	4	5
Physicians and hospital leaders focus on optimizing overall performance rather than business unit performance	1	2	3	4	5
Referral processes across the physicians and with the hospitals are well defined and referral patterns are strong and predictable	1	2	3	4	5
<i>Sub-Total</i>					

Alignment Assessment: Management

Please rate your organization on the following attributes using a rating of 1 to 5 by circling the appropriate rating:

1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree

Management Alignment

Integrated physician and hospital organizational structures exist across departments and programs	1	2	3	4	5
Performance and quality measures are developed, measured, and tracked jointly by physicians and hospital/system on a programmatic, not entity, basis	1	2	3	4	5
Operating, financial planning, capital planning and management reporting is integrated across the enterprise	1	2	3	4	5
A joint physician/hospital contracting mechanism is in place and utilized by a significant percentage of physician staff or for major payer programs	1	2	3	4	5
Integrated, or shared, administrative services exist across the physician/hospital enterprise (e.g. IT, HR, etc.)	1	2	3	4	5
<i>Sub-Total</i>					

Alignment Assessment: Governance

Please rate your organization on the following attributes using a rating of 1 to 5 by circling the appropriate rating:

1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree

Governance Alignment

There is significant overlap between Hospital/system Board(s) and physician Board(s)	1	2	3	4	5
There is significant physician representation on the hospital/system Board and/or Committees (and vice versa for large physician groups)	1	2	3	4	5
Existing physician-hospital organizations share the same Board (or have significant overlap)	1	2	3	4	5
For separate, but aligned entities, greater than 25% of the Board membership is overlapping	1	2	3	4	5
For separate, but aligned entities, integrated Board subcommittee(s) with delegated authority for coordination are in existence	1	2	3	4	5
<i>Sub-Total</i>					

Alignment Assessment: Economic

Please rate your organization on the following attributes using a rating of 1 to 5 by circling the appropriate rating:

1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree

Economic Alignment

Compensation for employed physicians incorporates individual productivity, service line and institutional goals	1	2	3	4	5
Compensation for aligned physicians incorporates individual productivity, service line and institutional goals	1	2	3	4	5
Payment methodologies for "purchasing" physician time and other services are structured and tied to strategic priorities across the joint enterprise	1	2	3	4	5
Funds flows between hospital/system and aligned physician organizations are transparent, standardized, and based on objective metrics	1	2	3	4	5
Successful bundled payment or risk-sharing programs between physicians and hospital/system exist	1	2	3	4	5
<i>Sub-Total</i>					