

# FIVE TAKEAWAYS

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## ACHIEVING INTEGRATION THROUGH A PHYSICIAN-LED, PROFESSIONALLY MANAGED APPROACH TOWARD VALUE CREATION

### Health system mergers and

**acquisitions** result in a combination of entities and physicians. To achieve the anticipated value from these facilities and services, organizations need to align and engage with providers to manage risk and elevate overall performance.

### These five takeaways

were presented in a webinar on Jan. 26. The entire webinar can be accessed at [ModernHealthcare.com/IntegratePhysicians](https://ModernHealthcare.com/IntegratePhysicians).

### 1 Move from Combination to Integration Based Strategies

In recent years, mergers and acquisitions have required a combining of entities on both the payer and provider side. However, combination does not necessarily mean integration. "Combining is simply putting the pieces together with no order considered. Integrating, which is where we all need to be heading, is really acting as a single functional unit," says Steve Elliott, President and CEO of Dynafios. In order to survive in a value based world, true integration with multi-disciplinary management, standardization, and accountability is required. For example, a C2I model is a potential first step in engaging all parties to manage risk and drive results.

### 2 Use Provider Indexes to Determine the Physician Leadership

How do you identify who will be on this Integration C2I Council? Use a provider index to establish the physician leadership. "The provider index is 'the standard', and is based on four indices: performance, quality, financial, and engagement. We measure all physicians against that standard, and bring together the best practicing ones based on that particular hospital's levels," says Tina Brinton, Executive Vice President and COO of Dynafios. Creating a defined standard will ensure compliance to both state and federal regulations related to physician compensation and places top-quality physicians in leadership roles.

### 3 Use a Multi-Disciplinary Team Approach

A critical component of the C2I model is a multi-disciplinary approach to drive both clinical and financial outcomes. This model includes specialists and other ancillary providers to collaborate on reducing variation and integrating "one" standard of care. In addition, this multi-disciplinary team approach needs to include health system leadership to ensure transparency and organizational support to align incentives and deliver results.

### 4 Focus On Outcomes Versus Improvements

For an integration approach to work, it's important to remember that the ultimate focus is on improving outcomes, as opposed to looking at tactical indicators. "We recommend for a combination to integration approach, to focus on three to four outcomes versus 15 or 16 tactical indicators. We're really looking for where do we want to be, year to year, and work on getting everyone aligned around that predefined focus," says Steve, "that is what's critical on an integrated path."

### 5 Implement Physician Scorecards to Ensure Accountability

Along with program results, individual performance must be monitored to engage providers to understand where opportunities exist. In order for true integration to be achieved, transparency of data is essential to communicate with providers on a routine basis. A couple of examples include C2I dashboards and physician scorecards. These dashboards and scorecards incentivize physicians to collaborate with each other to elevate both individual and overall quality results.

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