

Value	<p>High</p> <p>Invest in Capabilities</p> <p>If you have:</p> <ul style="list-style-type: none"> ■ Aligned but fragmented physician network ■ Limited IT infrastructure ■ Not operated in a managed care environment <p>You should:</p> <ul style="list-style-type: none"> ■ Perform a gap analysis of competencies and resources ■ Identify strategies for funding necessary resources (i.e., funding from payers, private equity, or developing internally) ■ Re-examine need for a strategic partner (i.e., larger hospital/health system with capital, stronger market position) ■ Enhance investments in IT, data analytics, managed care expertise, and physician alignment 	<p>Seize the Opportunity</p> <p>If you have:</p> <ul style="list-style-type: none"> ■ A broad base of physician integration with the hospital ■ Organized for and experience with managed care (risk models) ■ Geographic coverage ■ Relationships with providers along the continuum of care <p>You should:</p> <ul style="list-style-type: none"> ■ Examine your market and organization's position ■ Seize the opportunity to differentiate or grow market share ■ Pursue a Medicare ACO application program and ACO strategies with commercial payers ■ Expand upon critical mass to ensure adequate geographic coverage ■ Assure compensation reinforces an ACO-oriented culture
	<p>Evaluate Your Future Direction</p> <p>If you have:</p> <ul style="list-style-type: none"> ■ Fragmented physician relationships ■ Limited IT infrastructure and data analytic capability ■ High costs ■ Average quality and service ■ Secondary market position <p>You should:</p> <ul style="list-style-type: none"> ■ Pursue operations performance improvement ■ Improve quality and service ■ Evaluate organization's long-term sustainability in a reformed payment system ■ Re-examine need for a strategic partner (i.e., larger hospital/health system with capital and integrated physicians) ■ Develop plan for how to make investments in IT, engaging physicians in an integrated system 	<p>Leverage Capabilities</p> <p>If you have:</p> <ul style="list-style-type: none"> ■ Strongly aligned, affiliated physicians ■ Infrastructure to support IT, medical management, and market dominance ■ High costs and/or inconsistent quality requiring performance improvement ■ Access to capital ■ Organizational culture that is willing to adapt <p>You should:</p> <ul style="list-style-type: none"> ■ Maintain focus on performance improvement ■ Evaluate how the organization can reposition itself to be more efficient and improve quality ■ Perform make/buy analysis to determine how to advance more quickly toward an ACO model
Low	Limited	Comprehensive

ACO Capabilities