

# **The new “holy alliance”: Aligning Physicians and Health Systems Towards Population Health**

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# What Physicians Want

- **Financial stability/security in an uncertain future**
- **Retained degree of autonomy/independence**
- **Data and technology support to meet regulatory demands**
- **Transitions-of-practice- and recruiting support**
- **Administrative and operational support and resources to optimize value-based practice**
- **Access to insured members and business lines**
- **Help navigating generational professional priorities**

# What Health Systems Want

- **Expand high quality, high value clinical programs and services**
- **Grow Covered lives to scale: risk contract- and system aligned with less leakage**
- **Earn an increased volume of tertiary/quaternary downstream business**
- **Expand geographic markets**
- **Prevent or mitigate competitive forces**

# Alignment Models: Applicability



**Contractual  
Services**

**Employment  
Options**

Director-Ships	MSO	IT Connectivity	Traditional PHO (contracting)	Co-Management Agreements	Joint Ventures	Clinical Integration Vehicles	"Lite" Employ e.g. PSA	Employed Entrepreneurial Physician Model (EPPM)	Full/ Medical Group
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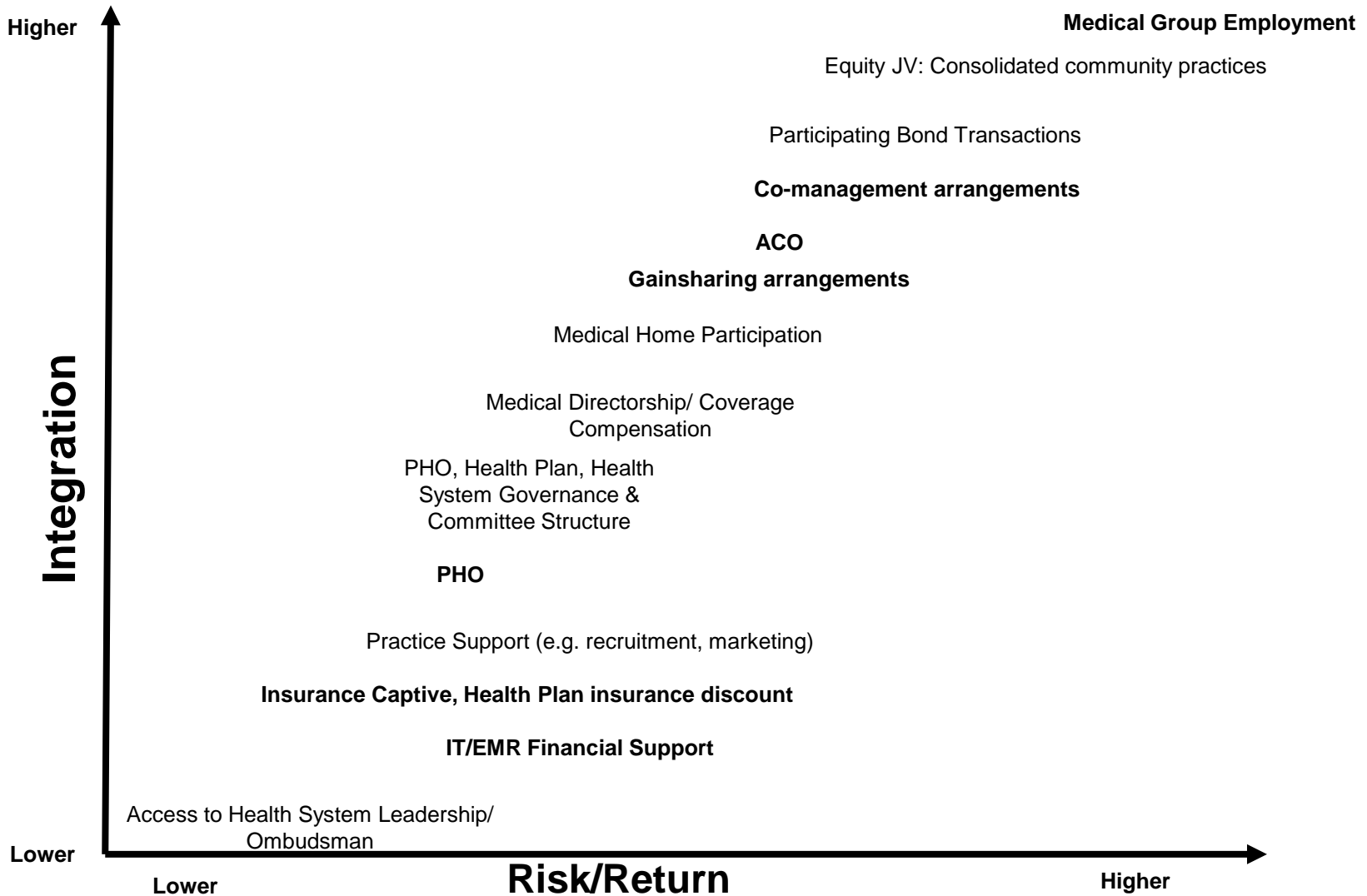
## Comments

Not scalable	Limited skill set or trust in Health System capabilities	In process	Not applicable	Limited PCP options; better suited for certain specialists	Model-specific	In place through PHO initiatives, could be expanded	Expanded options could be utilized to broaden the base		
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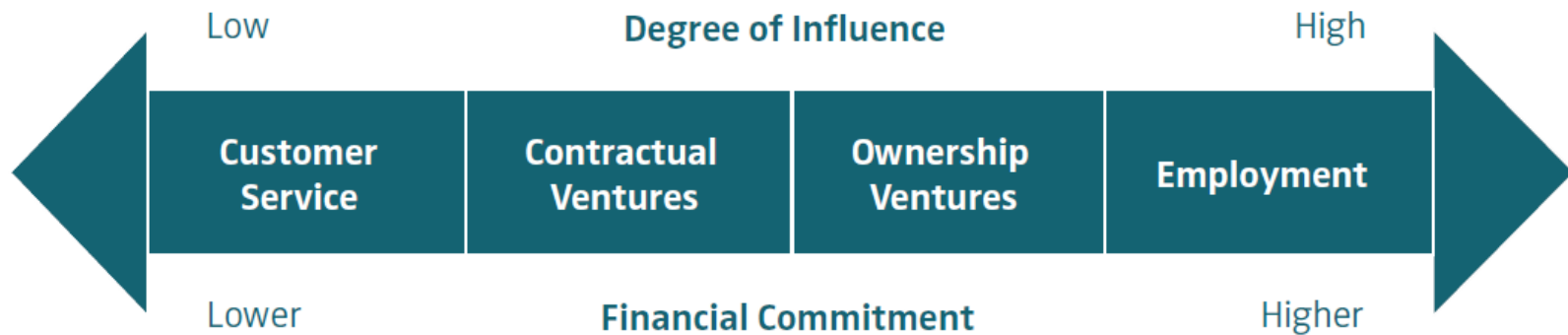
## Applicability to Health System

Low	Low	High	N/A	Mod	Mod/ High	High	High		
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# Alignment Models: Integration v Risk



# Alignment Models: Influence v Investment



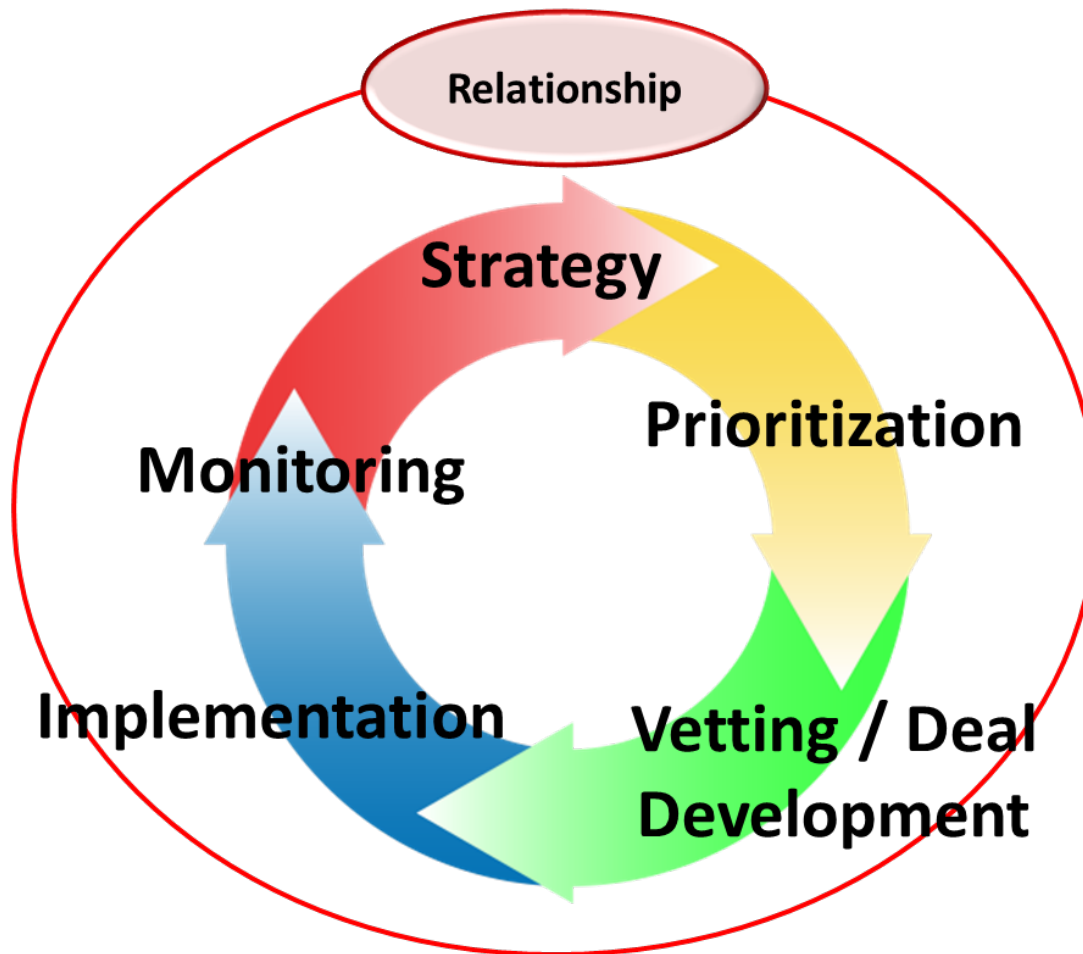
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# Alignment Case Studies

- **Bone and joint center: Co-Management**
- **Large, independent primary/multi-specialty care group: PSA**
- **Small primary care group: Transition-of-practice model**
- **Large, multi-site, primary care group: novel PSA through our Health Plan**
- **Pseudo-aligned group: recruit and embed specialists**
- **Variably aligned group: embedded liaisons and direct physician/specialist advice lines**



# Alignment: The Process



# Lessons Learned

- Cultural fit and shared values matter
- Quality must be the first hurdle
- “Chance favors the prepared mind”; be open to opportunities
- Dedicate resources (human and financial)
- Reliable, timely data (referrals, etc) are essential yet elusive
- A diverse portfolio of relationships is beneficial
- Relationship does not end with the “deal”; implementation and operations require continuous attention