



# What Next for Your ACO or CIN?

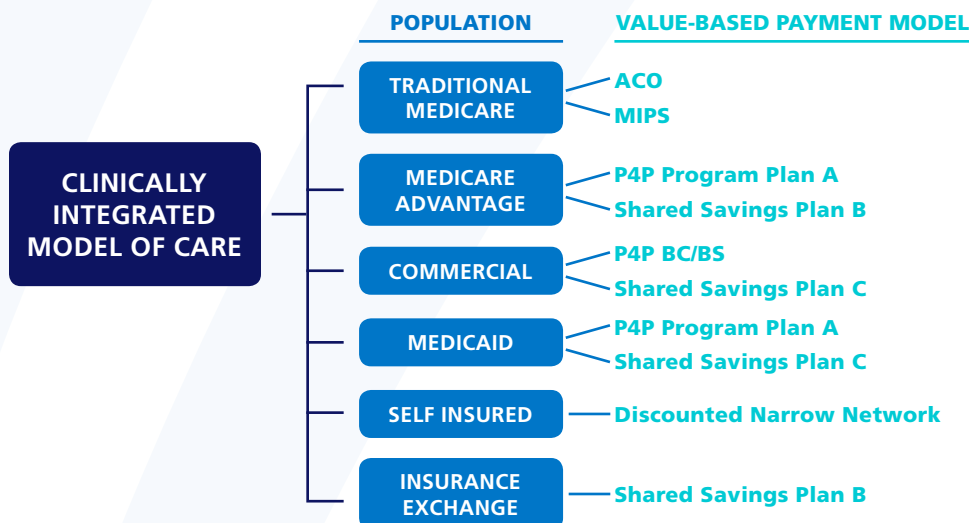
## Creating a Strategy

ACO's and CIN's address some of the most dynamic aspects of healthcare: provider-payer relations and physician affiliations. They offer a unique opportunity to engage physicians and achieve buy-in. **However, many ACOs and CINs fail to reassess their market position and strategy to be sure they are getting the most out of their organization.**

### Key strategic questions include:

- Do we have the right payer arrangements to balance effort, risk, and reward?
- Can we improve performance on our contracts?
- Can we add other contracts?
- How attractive are we to physicians compared with competing ACOs/CINs?
- Can/should we grow our physician membership?
- Should we partner with other organizations?

*Veralon's strategic planning can help your ACO or CIN answer these questions and establish a path to long-term success.*



## WHY VERALON?

**Leaders in strategic planning.** Veralon has more than 20 years of experience in health system and hospital strategic planning.

**Experienced with ACOs and CINs.** We have supported PHOs/ACOs/CINs with operational and strategic planning for more than 20 years, assisting over 75 such entities. Veralon's strategic planning for ACOs and CINs is thoughtfully facilitated by experts who understand all the nuances of these organizations.

**Expert in value-based payment.** We have assisted numerous healthcare organizations to achieve success with pay-for-performance, bundled payment, and shared savings programs.

**Deep knowledge of hospital-physician relationships.** Our senior team brings expertise from over 25 years each working with all forms of arrangements between physicians and hospitals or health systems.



Veralon's strategic planning for ACOs and CINs takes a short term (2-3 year) focus, with a significant emphasis on what your market requires and will support. We start by meeting with you to customize a planning process to your specific needs, and engaging the leaders who will steer the planning process. Then we:

### **Evaluate the Market and Competition**

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- Competing ACOs/CINs: Performance, how they relate to competitor health system/hospital positioning, how your value position for physicians and payers compares with that of competing ACO/CINs
- Interest and sophistication of relevant regional payers—commercial shared savings arrangements, bundled payments, risk contracts

### **Assess Your Organization**

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- Do your IT capabilities support your requirements for value-based payment?
- What IT might you require to meet future needs?
- Physician engagement
  - Status of network—are any segments not engaged?
  - Are there geographies or groups that you need to cover by recruiting?
  - Do physicians understand the importance of their role?
- Financial
  - How well funds flow models distribute surpluses and provide desired incentives
  - Quality and breadth of contracts, and performance on contracts
  - How best to generate funds needed to support future success

### **Develop Strategy and Goals**

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- Identify critical issues that must be addressed
- Review strategic position with board
- Discuss potential strategic direction and vision
- Establish goals and strategies
  - Payers and arrangements to pursue
  - Data strategy
  - Physician engagement initiatives
  - High level financial plan

### **Create Implementation Plan**

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- Define specific implementation steps
- Assign responsibility
- Document resource requirements by step, and get commitment
- Develop mechanism for monitoring implementation

We then meet with the board to review your strategic position and discuss potential strategic direction, goals, and strategies. When these have been agreed upon, specific implementation steps are defined to ensure resource commitment and follow-through.