

Physician Enterprise & Ambulatory Services

Prescription for a healthy physician enterprise

Powered By: **ConvergeHEALTH**
by **Deloitte.**

Network Insight

Leveraging physician network opportunities for high performance

It's no secret that hospitals, health systems, and health plans have acquired physician practices and increased the number of employed doctors at an unprecedented pace over the past three to five years. Based on our [Deloitte Center for Health Solutions 2013 Survey of U.S. Physicians](#), two-thirds of all physicians believe that physicians and hospitals will become **more integrated** in the next one to three years. Whether the driving force is clinical integration, market share based, or both, maximizing these relationships and their investments within the physician enterprise are top of mind for our client executives across the country. Unlike past trends where volume was the main driver and acquiring or affiliating with as many physicians as possible was the goal; today's physician strategy is driven by quality and value based care (VBC) delivery. Maintaining a High Value Network of aligned physicians is no longer just a market share play, it significantly impacts quality and continuity of care that are foundational to VBC arrangements.

Key Questions Being Asked by Leading Organizations

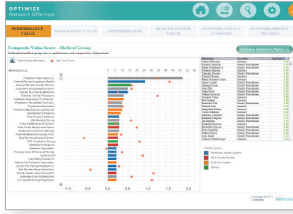
As hospitals, physicians, and health plans shift to VBC delivery models, the ability to determine how to adequately serve specific populations (e.g., those participating in accountable care organizations, patient centered medical homes, shared savings programs, or other risk arrangements) has become increasingly important.

- Do we have an **adequate mix of primary care and specialists** to effectively coordinate care and manage costs for our patient populations?
- Can **physician supply** stay aligned with changing population needs?
- How do we **prioritize our specialties** in relation to projected population shifts and disease prevalence?
- Do we have the **right mix of physicians** in the right locations to meet patients' care delivery needs?
- How will the **local population dynamics** change as Affordable Care Act components continue to be implemented?
- Have we engaged with the **right physicians to meet the quality, outcomes, and cost improvements** in VBC delivery models?



A Snapshot of ConvergeHEALTH's Network Insight

Performance Value



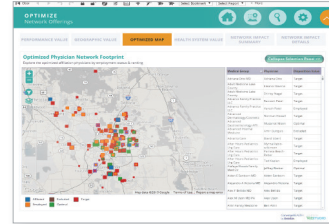
To determine whether or not to acquire or affiliate with specific physician groups, the user selects criteria from access, quality, efficiency, operations, and relationship criteria categories that are meaningful to them to evaluate the performance value of individual physicians and composite scores of group practices.

Geographic Value



To feed the optimization algorithm, users have the opportunity to define what "geographic desirability" means to them by selecting values such as population density, age distribution, insurance coverage, etc. to then be weighted and presented along with a performance value criteria in a summary table.

Optimization Map



To ensure a health system has the right physicians, in the right locations, with the right performance to serve its patient population; users are shown the results of the optimization algorithm based on physician group exclusion criteria, performance value, geographic value, and a customizable set of hard and soft constraints.

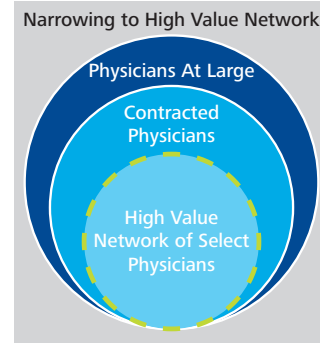
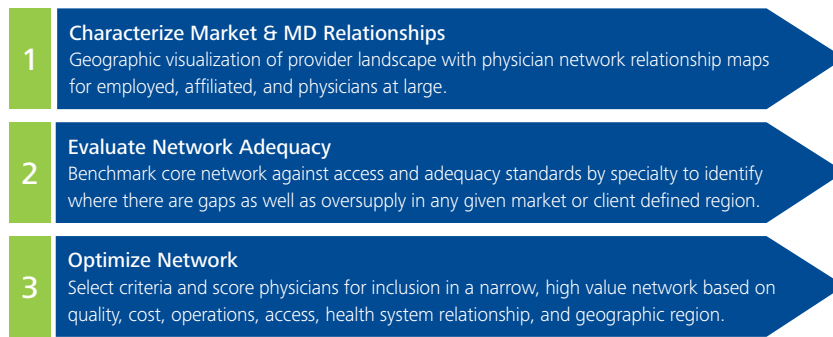
Existing Network Impact



Network Insight users are presented with a graphical representation of the impact that optimal network affiliation targets is expected to have on the performance and geographic value of the existing complement of employed and affiliated physicians prior to executing the network development strategy.

Our Unique Three-Step Approach

ConvergeHEALTH's Network Insight has helped our health care clients address their issues and develop innovative approaches to physician network development. The method can be tailored to address the overall network strategy and understand the market landscape with real-time scenario modeling to reduce decision cycle times.



Narrow network refined through increasingly selective criteria and performance expectations

Bottom-line Benefits

Network Insight can provide the insight necessary to leverage the opportunities relative to an organization's community of physicians by:

- Achieving alignment through the integration of legacy physician practices and leveraging the combined strength of evolving physician complement by specialty to begin addressing "systemness" and physician placement.
- Developing "seamless coordination" between employed and affiliated physician groups who operate under aligned care delivery processes.
- Creating the preferred, care partner relationships and positioning with strategically located physicians required to serve the existing population and meet market share growth targets.
- Identifying the optimal complement for the network with the right physicians, in the right location, with the right performance to address the quality and cost value proposition of accountable care models.

Contacts

Help your leaders and administrators make smarter decisions and reap the rewards of using ConvergeHEALTH's Network Insight by contacting any one of us to start the conversation:

Robert B. Williams, MD, MIS
Director
Deloitte Consulting LLP
rbrwilliams@deloitte.com

Dorrie Guest
Director
Deloitte Consulting LLP
doguest@deloitte.com

Andrew Derr
Senior Manager
Deloitte Consulting LLP
aderr@deloitte.com

Nicholas Massiello
Specialist Master
ConvergeHEALTH by Deloitte
Deloitte Consulting LLP
nmassiello@deloitte.com

As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

This publication contains general information only, and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor.

Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

Copyright © 2015 Deloitte Development LLC. All rights reserved.
Member of Deloitte Touche Tohmatsu Limited