



Focus on what truly matters

Putting patients at the heart of healthcare

No-regret roadmap

Selected roadmap topic

DATE

01.09.21

COMPANY NAME

Intelligent Demand

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{Member Name}'s current state

Selected roadmap topic

{Member Name} is winning on:

{Success Trend 1}

{Success Trend 2}

{Success Trend 3}

{Member Name} no-regret opportunities:

{No-Regret Move #1}

{No-Regret Move #2}

{No-Regret Move #3}

No-Regret Move #2

Optimize the clinical team to perform at top of license

A high functioning team is increasingly important to optimize patient care, while also decreasing cost and improving engagement.

What we've observed



\$250,000 The cost to replace Advanced Practice Providers may be as high as \$250,000

*Integration of APP's to Improve Revenue | Vizient (2020)

How {Company} stacks up

Best practice	What we heard	Recommendations
Examine responsibilities of the triad of clinicians: physicians, APPs and nurses. What do they do on a daily basis that can be shifted to an administrative function?	{Company observations}	{Critical gap 1} {Critical gap 2}
Consider how your APPs take on their role in the clinical team. As the rate for visits per APP grows, they can play a strategic role in your system when they are performing at the top of their license rather than in administrative roles.	{Company observations}	{Critical observation}

Learn more about this no-regret move

Listen to our Vizient podcast on optimizing your clinical workforce

[Listen now](#)

Check out our infographic on integrating APPs to improve revenue

[Visit infographic](#)

Read about how our optimizations to an oncology team can improve patient care

[Read now](#)

No-Regret Move #2

Improve patient access to care

Following COVID's dramatic impact on how patients seek to interact with their primary care providers, it has opened new opportunities to imagining access to care. In addition to improving patients' health, better access to quality care improves patient and provider satisfaction and an organization's bottom line by driving more revenue alongside higher-value care.

What we've observed



17% reduction in patient no-show rates when adopting a more comprehensive eConsult practice

*Learning and Leading Access to Care | AAMC & Vizient (April 2019)

How {Company} stacks up

Best practice	What we heard	Recommendations
Listen to patient needs by working with patient and family advisors (PFAs)	{Company observations}	{Critical gap 1} {Critical gap 2}
Lean into the shift in sites of care including virtual and the home to make healthcare more accessible to more consumers.	{Company observations}	{Critical observation}

Learn more about this no-regret move

Read our best practices on building trust with patients

[Read now](#)

Read our survey of PFA's and how they feel about future sites of care

[See results](#)

Hear our Vizient podcast that details the history of Telemedicine and why it's ready to boom

[Listen now](#)

No-Regret Move {#}

Pursue a high-value pharmacy enterprise

Given the rapidity of change in the healthcare industry and the increasing focus on value-based care, it is more critical than ever to ensure that your enterprise pharmacy practice is well equipped to provide safe, effective and patient-centered medication management,

What we've observed



4.25% we project specialty drug prices to experience a 4.25% inflation rate in the next 18 months

*Vizient Pharmacy Outlook | Vizient (January 2021)

How {Company} stacks up

Best practice	What we heard	Recommendations
Take proactive measures to get ahead of expected drug shortages across specialty practice areas	{Company observations}	{Critical gap 1} {Critical gap 2}
Compare data to industry benchmarks to guide medication utilization opportunities and staff allocations	{Company observations}	{Critical observation}
Consider freeing pharmacists for direct patient care	{Company observations}	{Critical observation}

Learn more about this no-regret move

Read our semi-annual outlook on the pharmacy market and upcoming trends

[Read now](#)

Learn more about how our Pharmacy Network Program generates savings

[See fact sheet](#)

Read how one health system turned pharmacy into a value-adding engine

[See case study](#)

No-Regret Move {#}

Recognize the influence culture has on workforce resilience, patient experience, and outcomes

From clinicians to the patient and family, it takes a team to lead to the best outcomes. How does the clinical team coordinate care within a department, between sites of care, and with patient and family advisors?

What we've observed

44% of healthcare workers strongly agree their organization cares about their overall wellbeing

*What healthcare workers need from leaders in COVID-19 crisis | Gallup (April 2020)

How {Company} stacks up

Best practice	What we heard	Recommendations
Define clearer roles and responsibilities, especially among advanced practice providers	{Company observations}	{Critical gap 1} {Critical gap 2}
Support two-way communication between your health care teams and patients	{Company observations}	{Critical observation}
Engage your clinicians by integrating them into your system's and team's culture	{Company observations}	{Critical observation}

Learn more about this no-regret move

Read our tips on building trust with patients to improve care

[Read blog](#)

See five quick keys to advancing team culture beyond COVID-19

[See five keys](#)

Visit our larger playbook on building a better organizational culture

[See results](#)

No-Regret Move {#}

Optimize a data-driven strategy to seek improvements and efficiencies

Data is foundational for improvements in quality and patient outcomes, enhancing patient satisfaction, and increasing revenue and reducing costs.

What we've observed

66% of healthcare organizations have adopted a data-driven strategy enterprise wide or across most departments

*Systemic data, systemic change | Vizient (April 2021)

How {Company} stacks up

Best practice	What we heard	Recommendations
Identify what key data to benchmark against so you can measure improvement	{Company observations}	{Critical gap 1} {Critical gap 2}
Establish accountability and leadership to use the data.	{Company observations}	{Critical observation}

Learn more about this no-regret move

Check out our infographic that details how data can drive performance improvements

[Visit infographic](#)

Read our white paper on the current state of data-usage among HCO's

[Read white paper](#)

Read our blog about the power of an enterprise-wide, data-driven strategy

[See blog](#)

No-Regret Move {#}

Develop and implement strategy for site of care shifts and identify where revenue will come from your system of care

Sites of care are shifting from the acute care facilities to services at home and other ambulatory opportunities.

What we've observed



19% increase in outpatient procedures predicted over the next decade

*Procedure Sites of the Future | Sg2 (2019)

How {Company} stacks up

Best practice	What we heard	Recommendations
Boost efficiency, effectiveness, and value by specializing in a limited number of procedures	{Company observations}	{Critical gap 1} {Critical gap 2}
Expand and optimize capacity—Ensure your organization has enough capacity at appropriate sites for the future.	{Company observations}	{Critical observation}
Build sustainable partnerships with ambulatory surgery centers that should be a part of your procedural site footprint	{Company observations}	{Critical observation}

Learn more about this no-regret move

Read about the impact COVID-19 had on value-based care

[Read whitepaper](#)

See SG2's report how to prepare for the ambulatory shift

[See report](#)

Learn how leadership engagement can help accelerate improvements in the ambulatory shift

[Read blog](#)

No-Regret Move {#}

Strengthen physician relationships through a governance structure that enables data-driven decisions to manage costs

The relationship between physicians and administrators is crucially important to keep costs down, build efficiencies and lean into systemness.

What we've observed

66% of healthcare organizations have adopted a data-driven strategy enterprise wide or across most departments

*Systemic data, systemic change | Vizient (April 2021)

How {Company} stacks up

Best practice	What we heard	Recommendations
Implement process for physician preference item (PPI) bill-only purchase orders to ensure contract pricing is leveraged and compliance is maintained	{Company observations}	{Critical gap 1} {Critical gap 2}
Establish governance system to help improve alignment among stakeholders.	{Company observations}	{Critical observation}

Learn more about this no-regret move

Watch a video on how one member used data to reduce care variation

[Watch video](#)

Learn how a member leveraged a data-driven approach to systemwide quality improvement

[Read case study](#)

Read how a data-driven strategy can drive enterprise-level improvements

[See blog](#)

No-Regret Move {#}

Pursue a value-based care strategy

The pandemic helped to shed light on stressors to a FFS payer model and has helped shape where healthcare will evolve. The FFS model has been a safe bet, but without elective surgeries, systems had to find savings during the pandemic through tactics like contract negotiations - all of which exposed a risk for the future relying only upon that model.



What we've observed

83% of health systems believe the shift to value-based care will accelerate as a result of the pandemic

*It took a pandemic: the implications of COVID-19 experiences for value-based care| Vizient (October 2020)

How {Company} stacks up

Best practice	What we heard	Recommendations
Redefine organizational perspective on risk and diversify payer portfolios	{Company observations}	{Critical gap 1} {Critical gap 2}
Don't regress in system of care evolution: site-of-care dispersion is going to happen, so plan accordingly	{Company observations}	{Critical observation}
Internal cost optimization is a no-regrets move to consider now, regardless of payment model	{Company observations}	{Critical observation}

Learn more about this no-regret move

Read about the impact COVID-19 had on value-based care

[Read whitepaper](#)

Read five-value based care strategies to consider in 2021

[Read blog](#)

Learn why physician alignment is key to enabling value-based care

[Read whitepaper](#)

No-Regret Move {#}

Optimize your workforce to reduce labor spend

Labor can account for more than half a facility's budget. Fluctuations in acuity, system consolidations, and other factors complicated management of your workforce - clinical and non-clinical, full-time and temporary. Take a holistic approach to measure and optimize your workforce by bringing together management strategies, technology and process improvement.



What we've observed

\$250,000

The cost to replace Advanced Practice Providers may be as high as \$250,000

*Integration of APPs to improve revenue | Vizient (April 2020)

How {Company} stacks up

Best practice	What we heard	Recommendations
Create a governance structure so that clinicians have representation and a seat at the table in operational decision making.	{Company observations}	{Critical gap 1} {Critical gap 2}
Think through your service lines and patient population to plan ahead patient needs.	{Company observations}	{Critical observation}
Establish metrics to measure success	{Company observations}	{Critical observation}

Learn more about this no-regret move

Read about how to evaluate your clinician compensation plan

[Read blog](#)

See how integrating APP's can improve revenue

[Visit infographic](#)

See our checklist on how to optimize clinician onboarding

[See checklist](#)

No-Regret Move {#}

Optimize clinically-integrated supply chain operations

As health systems evolve overtime and respond to market needs and challenges, forming and sustaining a high-performance supply chain is critical to success. Elevate your supply performance by leveraging scale, workflow automation and expertise.

What we've observed

60% of unattended process buying is done at an above-market price

*Efficiency unchained: moving beyond price improvement to supply chain operational excellence | Vizient (2018)

How {Company} stacks up

Best practice	What we heard	Recommendations
Do your historical research before you start	{Company observations}	{Critical gap 1} {Critical gap 2}
Make sure physicians understand the “why” for your organization	{Company observations}	{Critical observation}
Consider the priorities of your physicians	{Company observations}	{Critical observation}

Learn more about this no-regret move

Read how bridging supply chain and physicians can support value-based care

[Read blog](#)

See how to implement the four domains of clinical-supply integration

[Visit whitepaper](#)

Learn how bilateral communication and value analysis improves purchasing decisions

[Read blog](#)

No-Regret Move {#}

Understand your patient populations

Your service lines are driven in part by the community in which you're based. Understanding its need helps you plan strategically for today, tomorrow and the future.

What we've observed

3-4x

Black and hispanic populations were three to four times more likely to be hospitalized for COVID than white & non-hispanic populations

*Addressing Social Determinants of Health During COVID-19 and Beyond | Vizient (February 2021)

How {Company} stacks up

Best practice	What we heard	Recommendations
Plan for sites of care shifts based on your community and patient population.	{Company observations}	{Critical gap 1} {Critical gap 2}
Work with community partners to improve access and outcomes	{Company observations}	{Critical observation}
Leverage data to understand a population-specific strategy	{Company observations}	{Critical observation}

Learn more about this no-regret move

Check out Sg2's podcast on the evolving role of virtual health

[Listen now](#)

Read how one systems coordinated resources to best care for vulnerable populations

[Read study](#)

Learn how to leverage data to address social determinants of health

[Read blog](#)

No-Regret Move {#}

Enable your pharmacy to be a high-margin contributor

Establishing a pharmacy enterprise and expanding its services to the outpatient setting, provides an opportunity to take advantage of high-margin services while building loyalty in your patient population.

What we've observed



45% increase in prescription drug spend dedicated to specialty drugs since 2018

*Enhancing Pharmacy Margin and Access | Sg2 (2021)

How {Company} stacks up

Best practice	What we heard	Recommendations
Ensure and improve access to services offered in the outpatient setting and control costs for the high-cost services that remain inpatient.	{Company observations}	{Critical gap 1} {Critical gap 2}
Examine your pharmacy spend and utilization to identify opportunities to reduce costs and improve margin	{Company observations}	{Critical observation}
Expand the role of pharmacists to ensure smooth transitions across sites of care	{Company observations}	{Critical observation}

Learn more about this no-regret move

Read Sg2's briefing on enhancing pharmacy margin & access

[Read brief](#)

Read how one health system turned pharmacy into a value-adding engine

[See case study](#)

Learn more about how our Pharmacy Network Program generates savings

[See fact sheet](#)

Operations overseer no regret moves

No-Regret Move {#}

Improve access to care

Access is defined as providing the patient with the right care in the right setting at the right time. In practice, this vision is achieved by delivering high-quality, patient-centered care across the continuum.

What we've observed

24 days

the average amount of days to schedule a first-time appointment with a physician

*Learning and Leading in Access to Care | AAMC & Vizient (April 2019)

How {Company} stacks up

Best practice	What we heard	Recommendations
Reduce variation in the delivery of care through standardized and systematized operations	{Company observations}	{Critical gap 1} {Critical gap 2}
Leverage technology to adopt innovative care solutions	{Company observations}	{Critical observation}
Actively engage providers and create collaborative, multidisciplinary teams	{Company observations}	{Critical observation}

Learn more about this no-regret move

Read our tips on building trust with patients to improve care

[Read blog](#)

Read examples of how members have improved access to care

[Visit whitepaper](#)

Learn how evolving virtual health options can expand access to care

[Listen to podcast](#)

No-Regret Move {#}

Strengthen your workforce so it can flex for increasing and decreasing census

An organization's workforce is one of its largest investments and should be carefully analyzed and maintained for best quality of care and cost efficiency.

What we've observed



54,000-139,000

National shortage of physicians predicted by the year 2033

*The Complexities of Physician Supply and Demand: Projections from 2018 to 2033| AAMC (August 2020)

How {Company} stacks up

Best practice	What we heard	Recommendations
Leverage team-based care	{Company observations}	{Critical gap 1} {Critical gap 2}
Partner with nursing schools to provide opportunities for nurse workforce availability	{Company observations}	{Critical observation}
Maximize use of assistive personnel throughout the care process	{Company observations}	{Critical observation}

Learn more about this no-regret move

Read our nine characteristics for care team success

[See the list](#)

See our checklist to maximize efficiency in clinician onboarding

[Visit checklist](#)

Read our whitepaper on advancing team culture to improve workforce effectiveness

[Read now](#)

No-Regret Move {#}

Optimize clinically-integrated supply chain operations

As health systems evolve overtime and respond to market needs and challenges, forming and sustaining a high-performance supply chain is critical to success. Elevate your supply performance by leveraging scale, workflow automation and expertise.

What we've observed

60% of unattended process buying is done at an above-market price

*The Complexities of Physician Supply and Demand: Projections from 2018 to 2033| AAMC (August 2020)

How {Company} stacks up

Best practice	What we heard	Recommendations
Do your historical research before you start	{Company observations}	{Critical gap 1} {Critical gap 2}
Make sure physicians understand the “why” for your organization	{Company observations}	{Critical observation}
Consider the priorities of your physicians	{Company observations}	{Critical observation}

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See how to implement the four domains of clinical-supply integration

[Visit whitepaper](#)

Learn how bilateral communication and value analysis improves purchasing decisions

[Read blog](#)

No-Regret Move

Plan for volumes to shift to lower-cost sites of care

Procedures continue to move out of the hospital.

What we've observed



86% of care will be outpatient in 10 years

*Procedure Sites of the Future | Sg2 (2019)

How {Company} stacks up

Best practice	What we heard	Recommendations
Boost efficiency, effectiveness, and value by specializing in a limited number of procedures	{Company observations}	
Expand and optimize capacity—Ensure your organization has enough capacity at appropriate sites for the future.	{Company observations}	
Build sustainable partnerships with ambulatory surgery centers that should be a part of your procedural site footprint	{Company observations}	

Learn more about this no-regret move

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[Read whitepaper](#)

See SG2's report how to prepare for the ambulatory shift

[See report](#)

Learn how leadership engagement can help accelerate improvements in the ambulatory shift

[Read blog](#)

No-Regret Move

Center systemic data to drive systemic change

Accurate, meaningful data within the acute care setting as well as across the continuum of care empowers hospitals and provider practices to improve quality, mitigate risks and accelerate performance.

What we've observed



66% of healthcare organizations have adopted a data-driven strategy enterprise wide or across most departments

* Systemic data, systemic change | Vizient (April 2021)

How {Company} stacks up

Best practice	What we heard	Recommendations
Create self-service tools to enable end users to query the same warehouse for descriptive data	{Company observations}	{Critical gap 1} {Critical gap 2}
Develop a set of "applied analytics" that could compress the time curve to move from an event into analysis and actionable data	{Company observations}	{Critical observation}

Learn more about this no-regret move

Check out our infographic that details how data can drive performance improvements

[Visit infographic](#)

Read our white paper on the current state of data-usage among HCO's

[Read whitepaper](#)

Read our blog about the power of an enterprise-wide, data-driven strategy

[See blog](#)

Market lifter no regret moves

No-Regret Move

Evaluate system of care footprint and capacity

There has never been a more appropriate time to think and manage how patient care will evolve throughout your system of care across multiple time horizons.

What we've observed



19% increase in outpatient procedures predicted over the next decade

*Procedure Sites of the Future | Sg2 (2019)

How {Company} stacks up

Best practice	What we heard	Recommendations
Determine the key drivers of uncertainty and scenario plan inpatient demand to determine financial and capacity constraints.	{Company observations}	
Analyze how changing healthcare demand patterns will shift volumes across the System of Care, into lower acuity settings, and determine how your delivery footprint must change in order to succeed.	{Company observations}	

Learn more about this no-regret move

Read four tips on how leaders can prepare for procedural sites of the future

[Read blog](#)

Read how one member rebuilt systems of care to plan for \$80MM in savings

[Read case study](#)

Learn how to best utilize advanced practice providers

[Visit whitepaper](#)

No-Regret Move

Understand consumer preferences and demand

COVID-19 dramatically changed the health care landscape. In areas like virtual health and advanced practitioners, longstanding consumer sentiment will be completely transformed.

What we've observed



17% reduction in patient no-show rates when adopting a more comprehensive eConsult practice

*Learning and Leading Access to Care | AAMC & Vizient (April 2019)

How {Company} stacks up

Best practice	What we heard	Recommendations
Continue to evolve and market virtual health delivery opportunities	{Company observations}	
Analyze your patient's comfort level with advanced practitioners to ease broader deployment for systems working on team-based care	{Company observations}	

Learn more about this no-regret move

Read examples of how Vizient members have improved access to care

[Visit whitepaper](#)

Read how one member adapted to changing trends to plan for \$80MM in savings

[Read case study](#)

Learn how evolving virtual health options can expand access to care

[Listen to podcast](#)

No-Regret Move

Engage with community partners to address needs of vulnerable patients ahead of demand

Your service lines are driven in part by the community in which you're based. Understanding its need helps you plan strategically for today, tomorrow and the future.

What we've observed



3-4x black and hispanic populations were three to four times more likely to be hospitalized for COVID than white & non-hispanic populations

*Addressing Social Determinants of Health During COVID-19 and Beyond | Vizient (February 2021)

How {Company} stacks up

Best practice	What we heard	Recommendations
Plan for sites of care shifts based on your community and patient population.	{Company observations}	
Work with community partners to improve access and outcomes	{Company observations}	
Leverage data to understand a population-specific strategy	{Company observations}	

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[Listen now](#)

Read how one systems coordinated resources to best care for vulnerable populations

[Read study](#)

Learn how to leverage data to address social determinants of health

[Read blog](#)

No-Regret Move

Understand your service distribution to drive investment decisions aligned to local market trends, competition and organization strategy

COVID-19 has accelerated the need for many health systems to decrease operating costs by consolidating redundant locations or low-volume sites and reevaluate the viability of volume growth in competitive markets.

What we've observed



19% increase in outpatient procedures predicted over the next decade

*Procedure Sites of the Future | Sg2 (2019)

How {Company} stacks up

Best practice	What we heard	Recommendations
Coordinate across all service-lines to ensure that investment decisions align with clinical leadership, operations, and strategy for success	{Company observations}	
Analyze your local market's ambulatory and site of care shifts to ensure your organization has its best plan for the future	{Company observations}	

Learn more about this no-regret move

Try out our surge calculator for scenario planning

[See Calculator](#)

Learn how children's hospitals utilized COVID-disruption to strengthen strategy

[Read blog](#)

Read how a data-driven strategy can drive service-line success

[Read whitepaper](#)

No-Regret Move

Get ahead of changes to your revenue with price transparency

Outdated pricing structures must give way to leveraging pricing as a strategic asset to maximize margin opportunities and minimize care variation.

What we've observed

50% of healthcare spending is incurred by only 5% of the country's overall population

How {Company} stacks up

Best practice	What we heard	Recommendations
Analyze price sensitivity at a service line or procedural level to know when defensive pricing is needed vs when discounting is possible.	{Company observations}	
Establish pricing at the system level to improve positions with large regional players and prevent negotiating against oneself when discussing discounts with plan partners	{Company observations}	

Learn more about this no-regret move

Read the case behind all payer pricing

[Read blog](#)

Read our study on how price elasticity affects healthcare demand

[Visit study](#)

Watch our video that gives a fresh look at price transparency

[Watch video](#)

No-Regret Move

Activate an effective ambulatory strategy for growth and profitability

Sites of care are shifting from the acute care facilities to services at home and other ambulatory opportunities.

What we've observed



86% of care will be outpatient in 10 years

*Procedure Sites of the Future | Sg2 (2019)

How {Company} stacks up

Best practice	What we heard	Recommendations
Boost efficiency, effectiveness, and value by specializing in a limited number of procedures	{Company observations}	
Expand and optimize capacity—Ensure your organization has enough capacity at appropriate sites for the future.	{Company observations}	
Build sustainable partnerships with ambulatory surgery centers that should be a part of your procedural site footprint	{Company observations}	

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