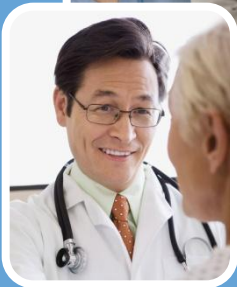


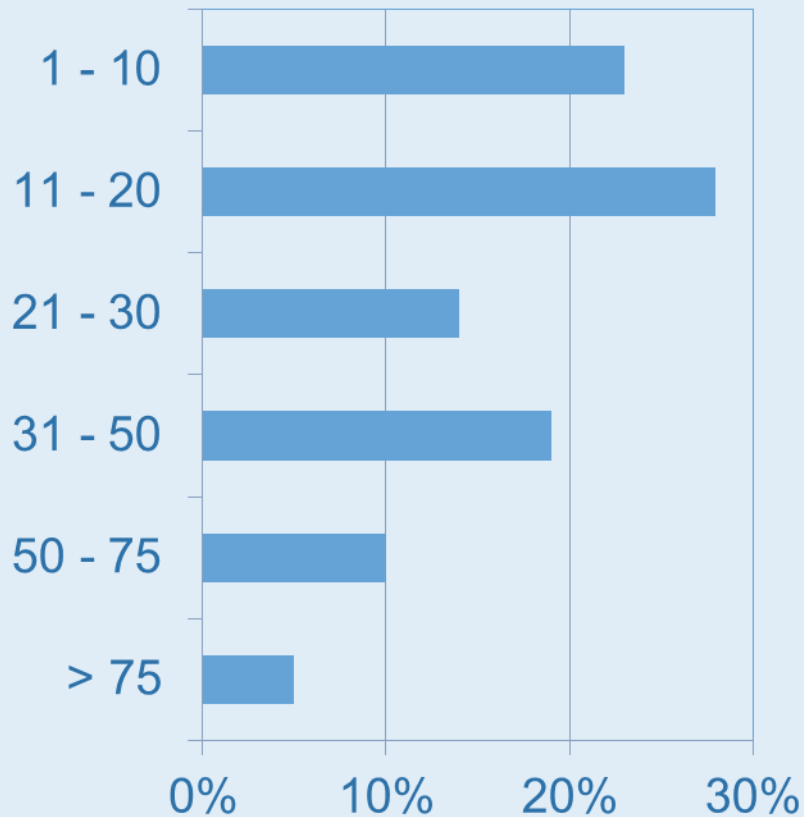
Managing the CV Service Line

Patrick J. White, MPH
October 27, 2012

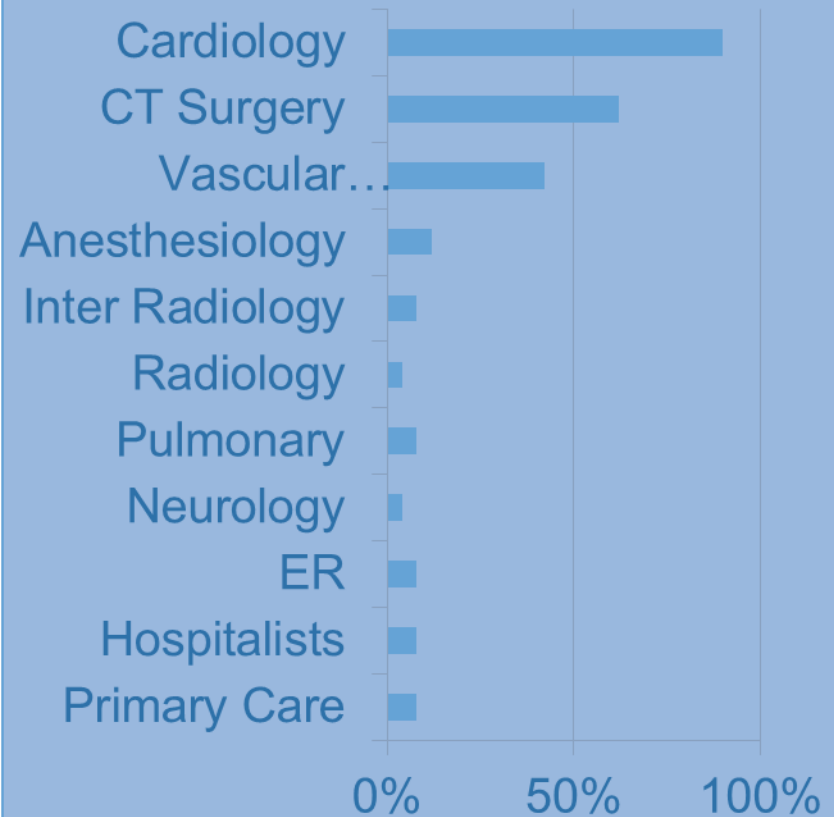


CVSL Profile

No. of Physicians

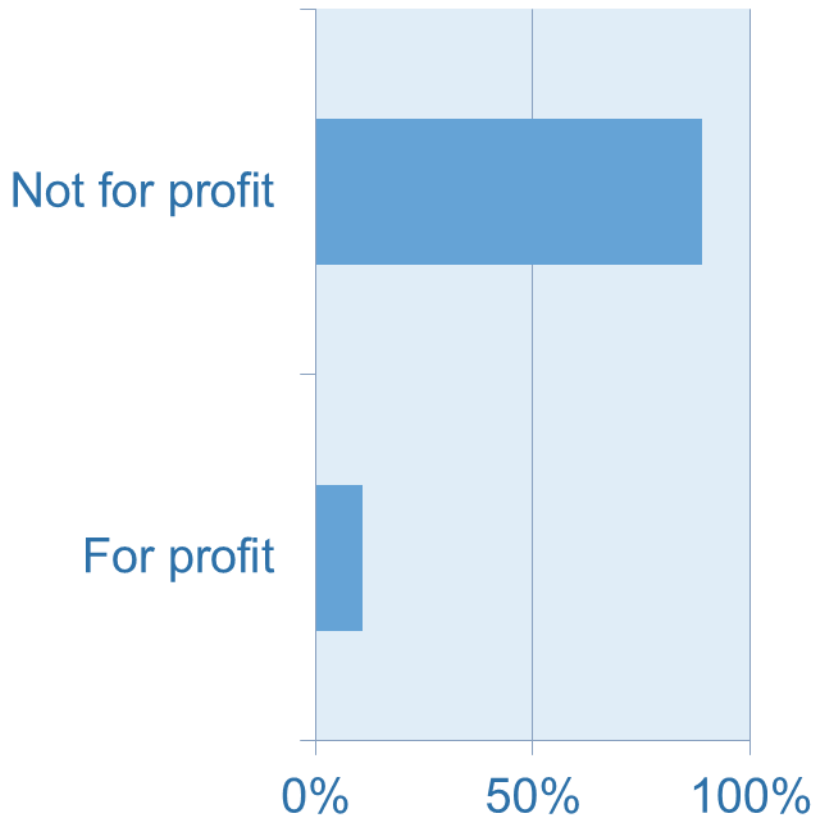


Physician Specialties

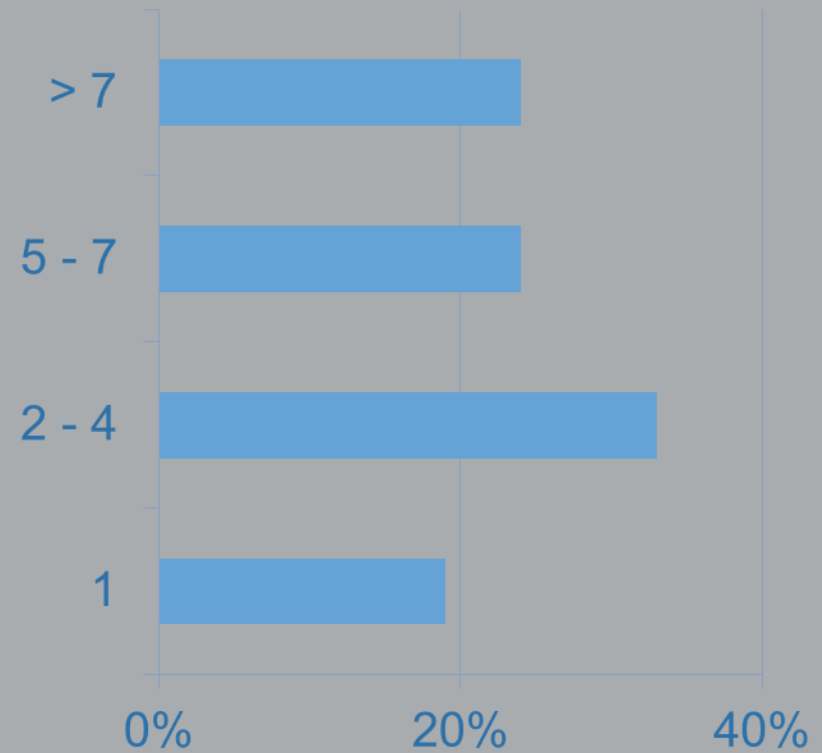


CVSL Profile (continued)

Tax Status

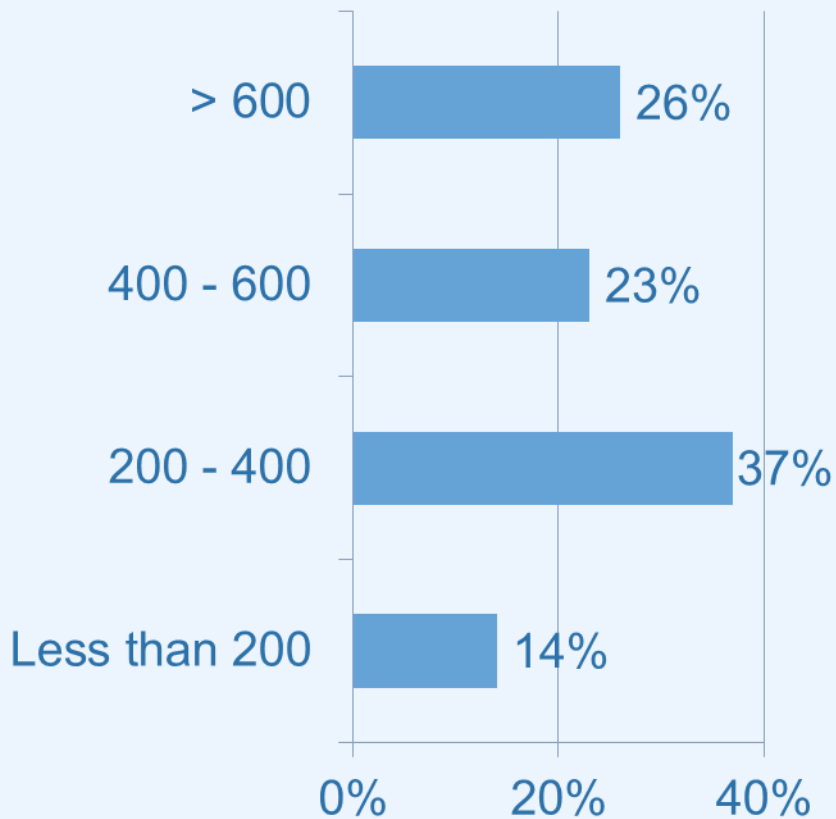


No. hospitals in health system

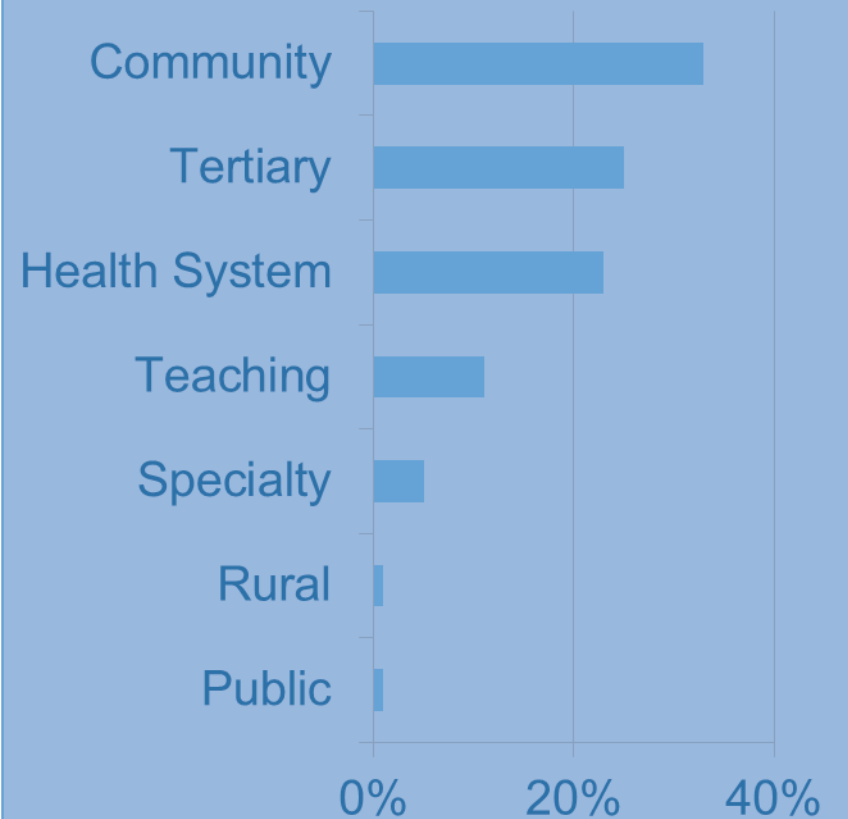


CVSL Hospital Profile (continued)

Number of beds

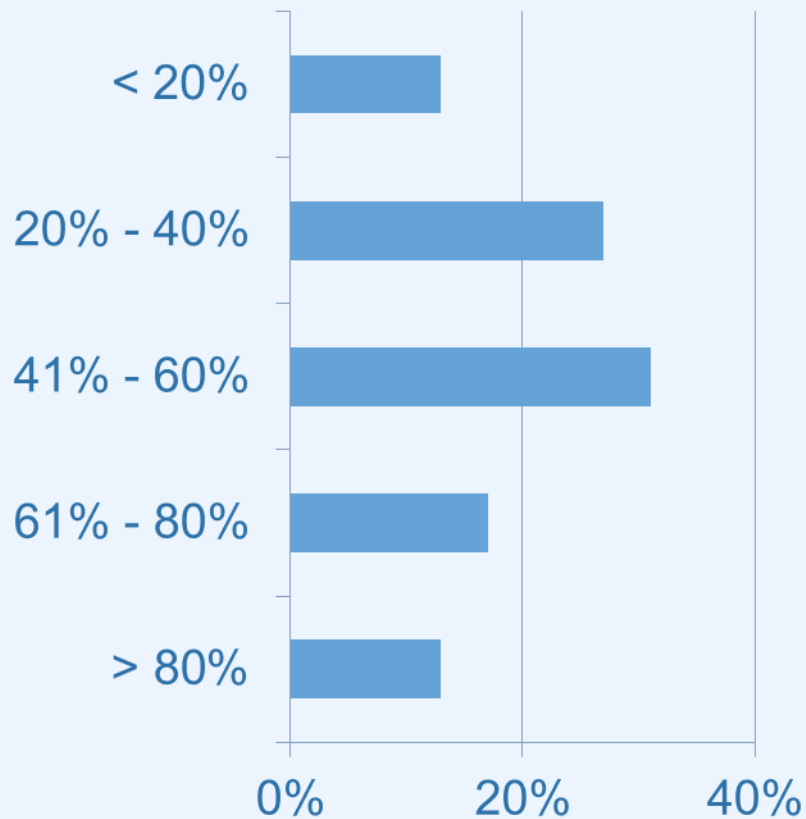


Type of Hospital

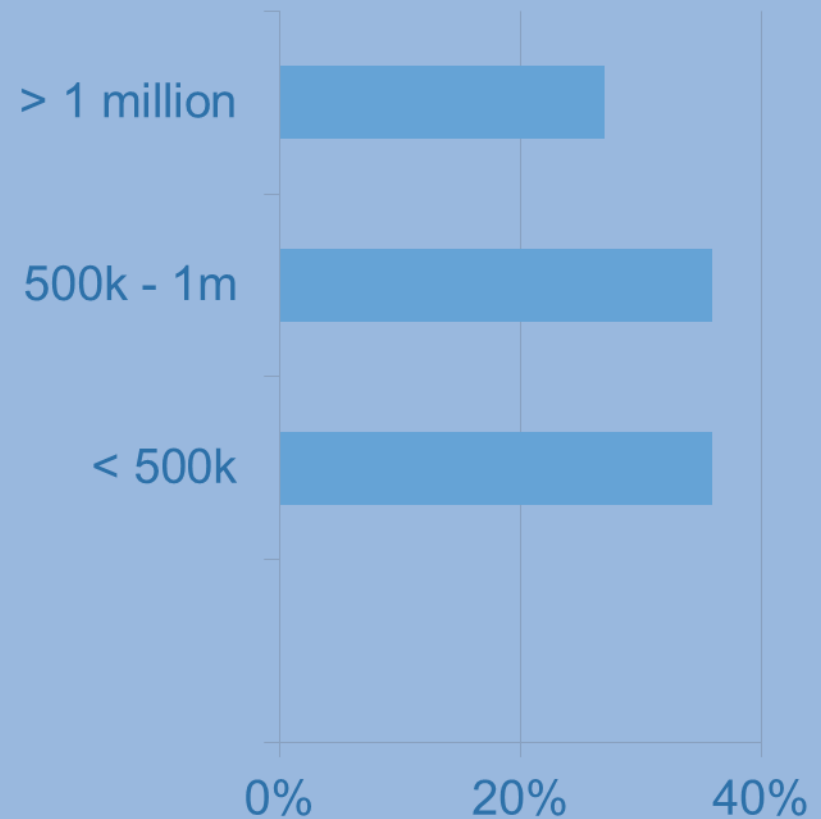


CVSL Hospital Profile (continued)

Employed CV Phys



PSA Population



The Importance of Managing the CVSL

- **Our Current Health Care Delivery and Payment Systems are Unsustainable**
- **CVSL Holds Tremendous Opportunity**
- **Hospital Leadership Needs Physician Knowledge, Expertise and Leadership to Achieve Quality and Cost Benchmarks**

The Importance of Managing the CVSL

- **Physician Control Correlates with Physician Satisfaction**
 - My belief; no proof
- **Must Demonstrate Value in the Hospital**
Value = $\frac{\text{Quality}}{\text{Cost}}$

Financial Authority

Health Leaders Survey Reports illustrates only 35% of programs involved physicians in financial decisions.

Arnold Relman, MD
“The disquieting truth”

In the U.S. physician expenses accounts for 20% of the expenditure (of which ½ is allocated to their expenses). But in treating patients.....physicians influence (and often control) 100% of the expenditures...

The disconnect.

Leadership and Management

- **What is the difference?**
 - Leadership
 - Provides mission, vision, strategy
 - Inspires, motivates
 - Management
 - Implements strategy
 - Directs

68% of respondents described their governance structure as one that incorporated the dyad leadership model and are physician and administrator collaboratively led.

Governance provides the opportunity to build trust.

Leadership and Management

- **Dyad Model**

- Physician

- Provides leadership
 - Provides clinical knowledge to drive change
 - Critical to gain buy-in from other physicians
 - Develops the culture to support the mission, vision and strategy and to build physician satisfaction and performance

Management

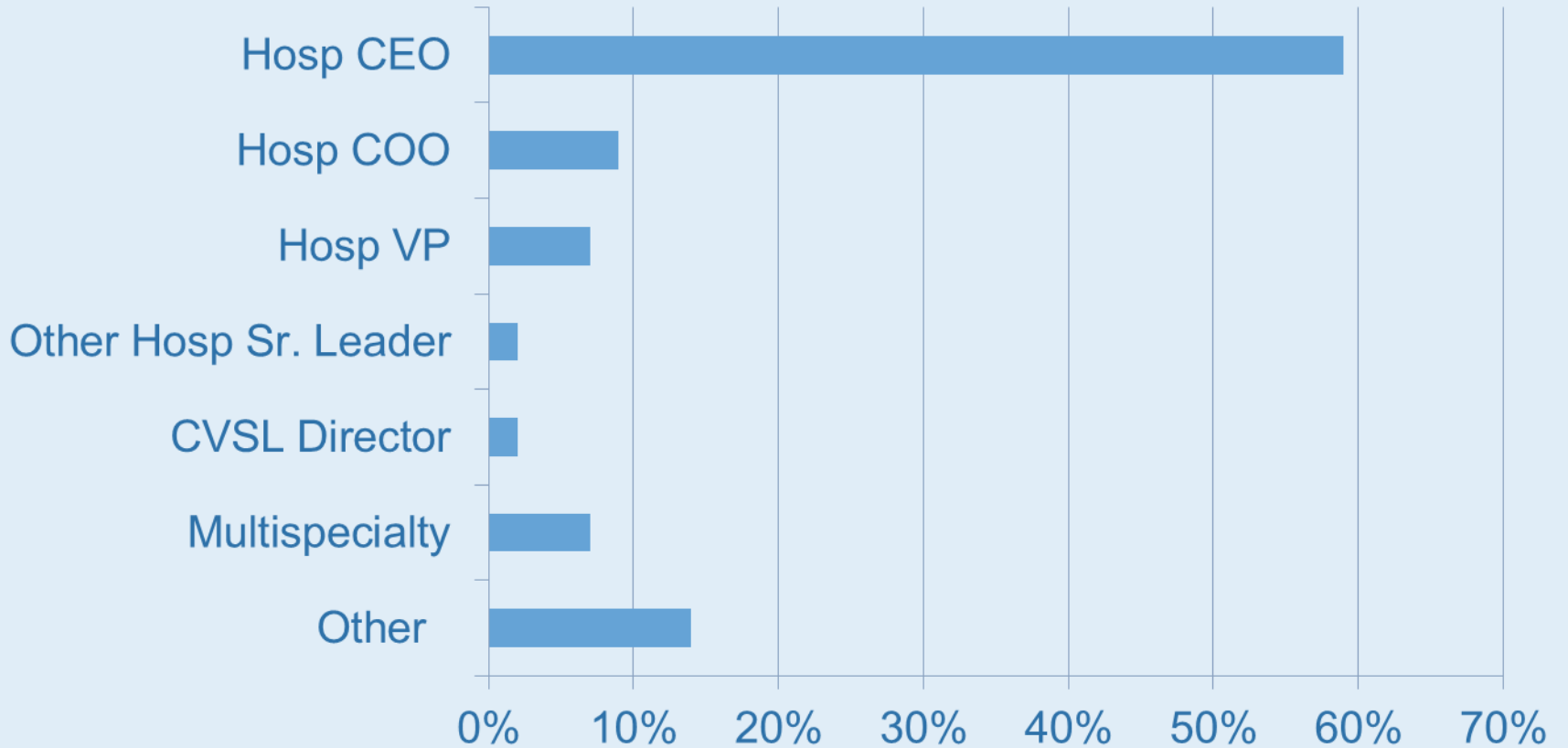
- **Dyad Model**
 - Administrator
 - Provides leadership
 - Has management experience and expertise
 - Implements strategy

Governance

- **Board size and make-up**
- **Scope of authority**
- **Reporting level**
- **Reserve powers of the hospital**

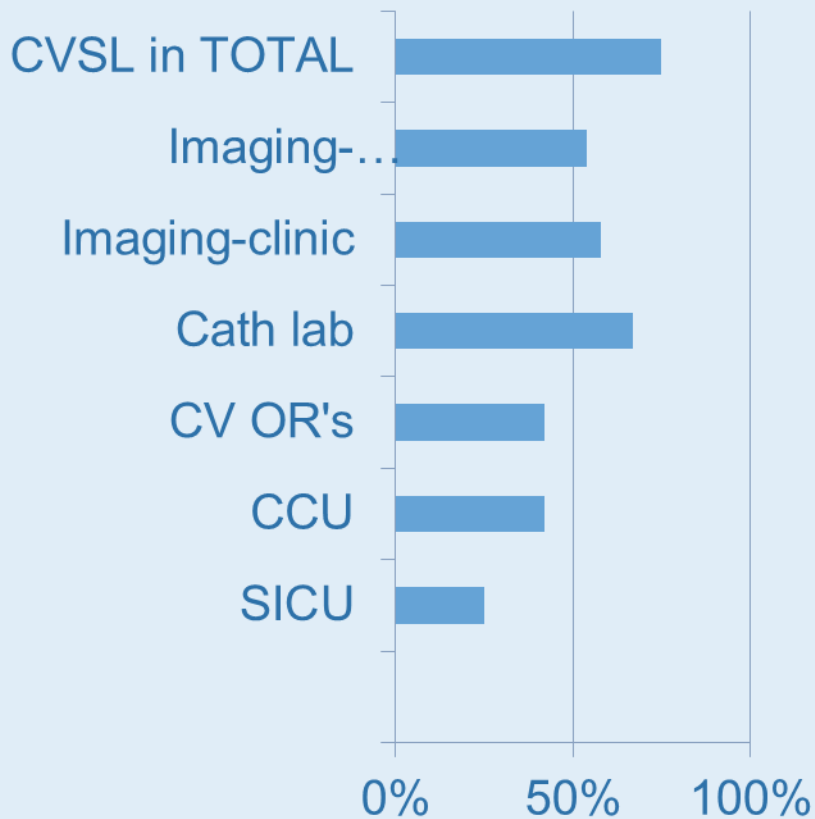
Where does the CVSL report?

Position

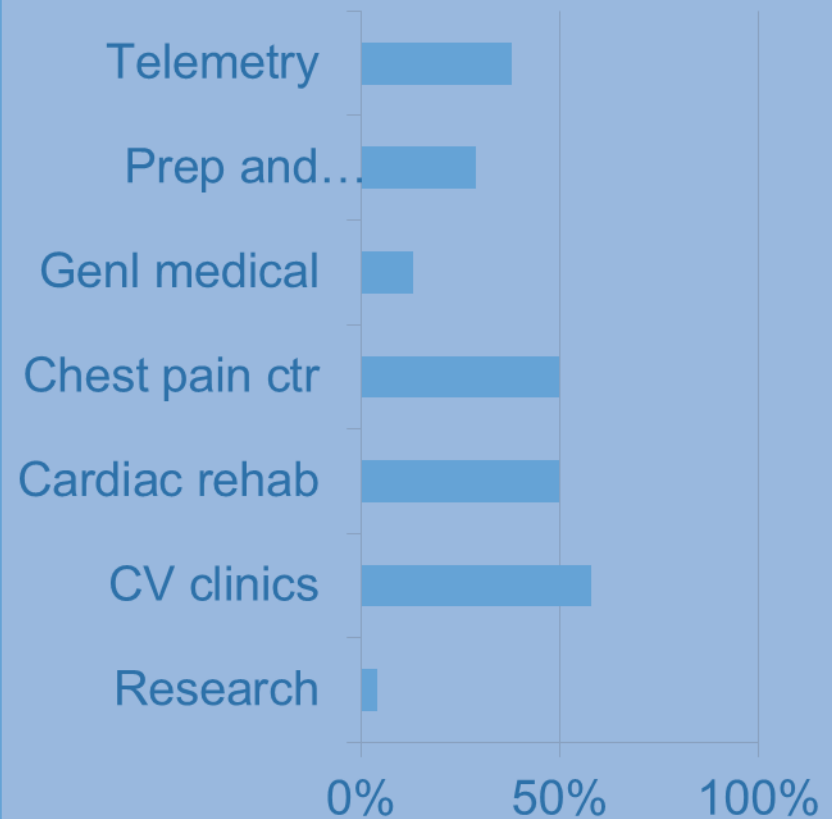


CVSL Governance - SCOPE

Areas of responsibility



Areas of responsibility

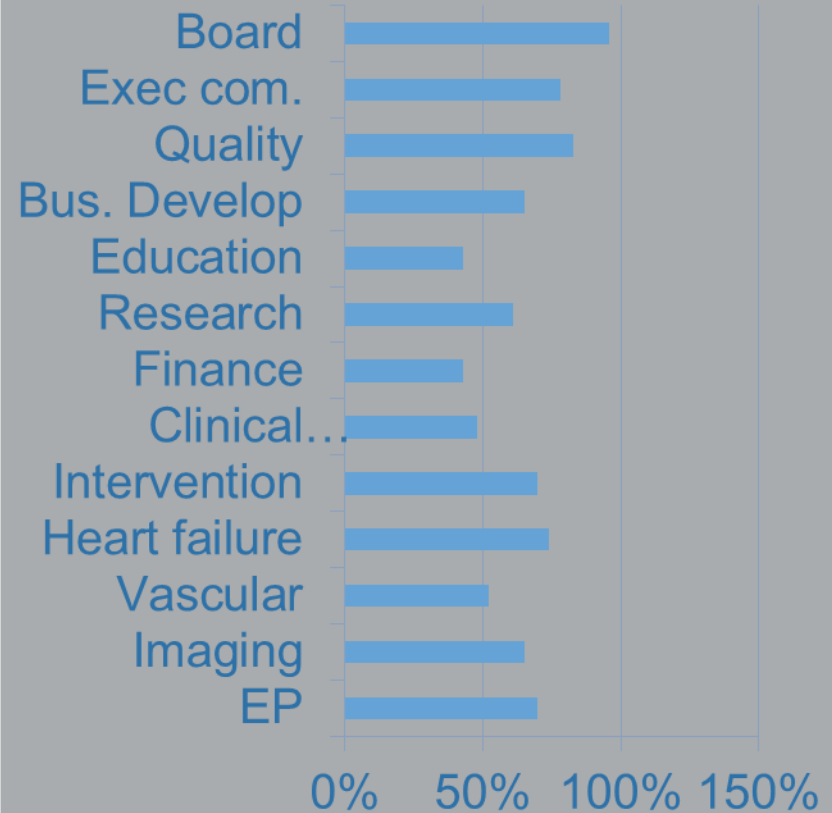


CVSL Authority & Responsibility

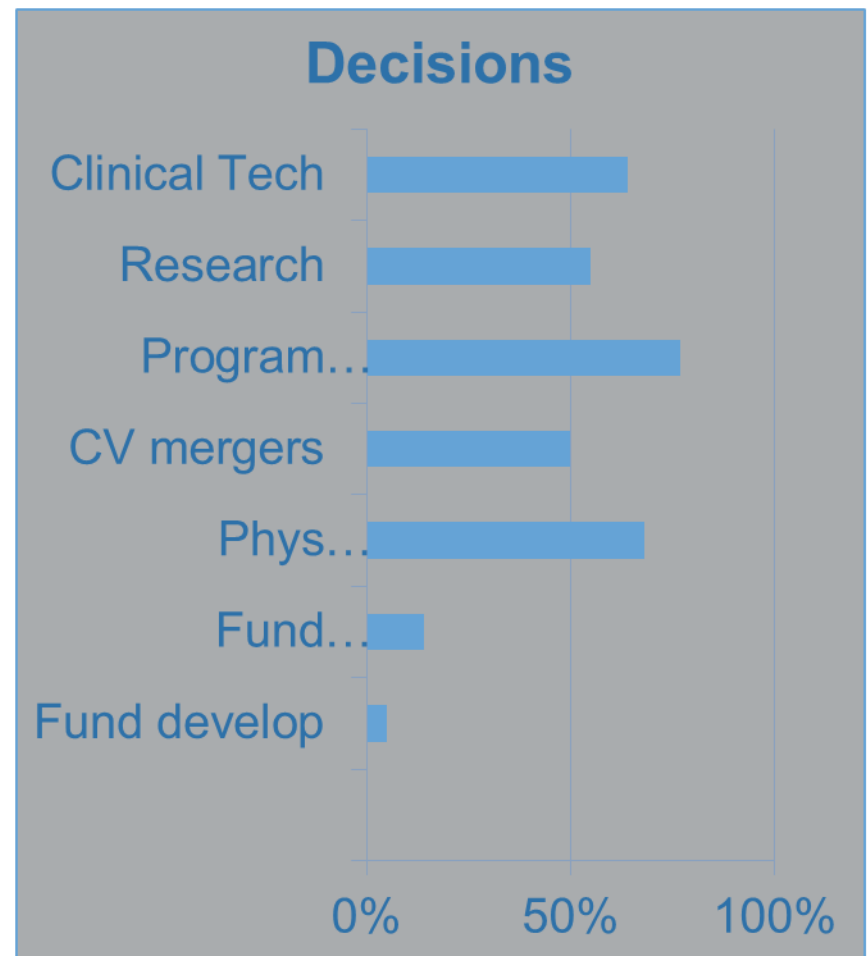
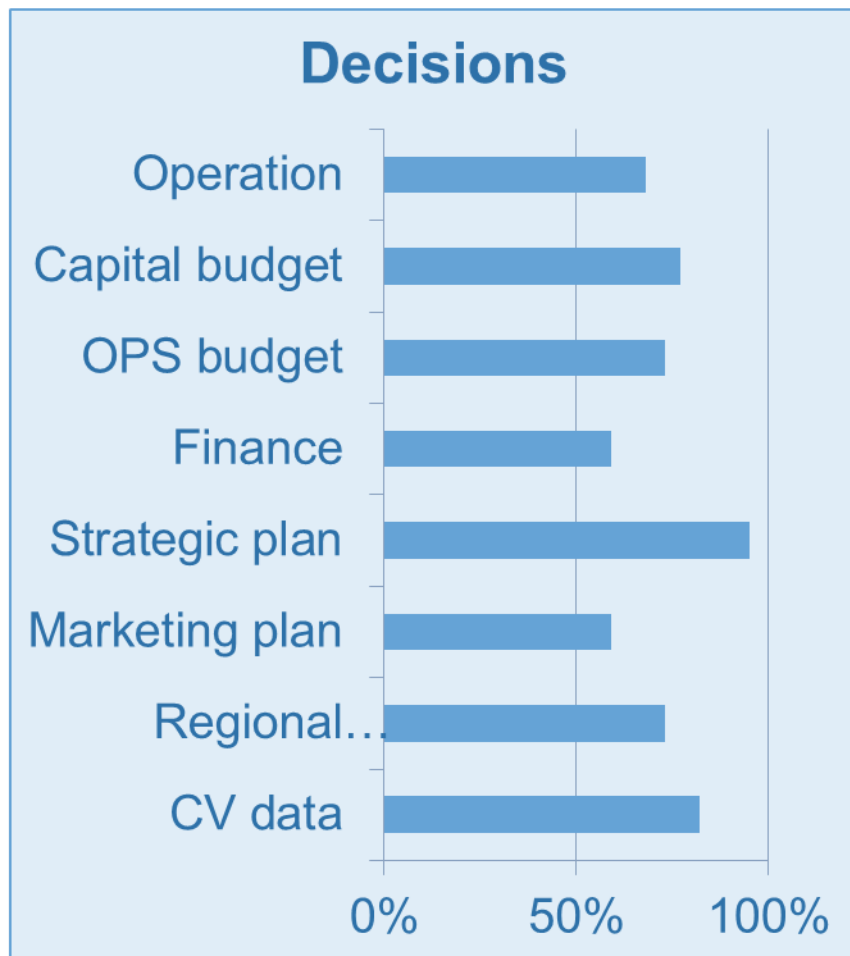
Functions



Structures

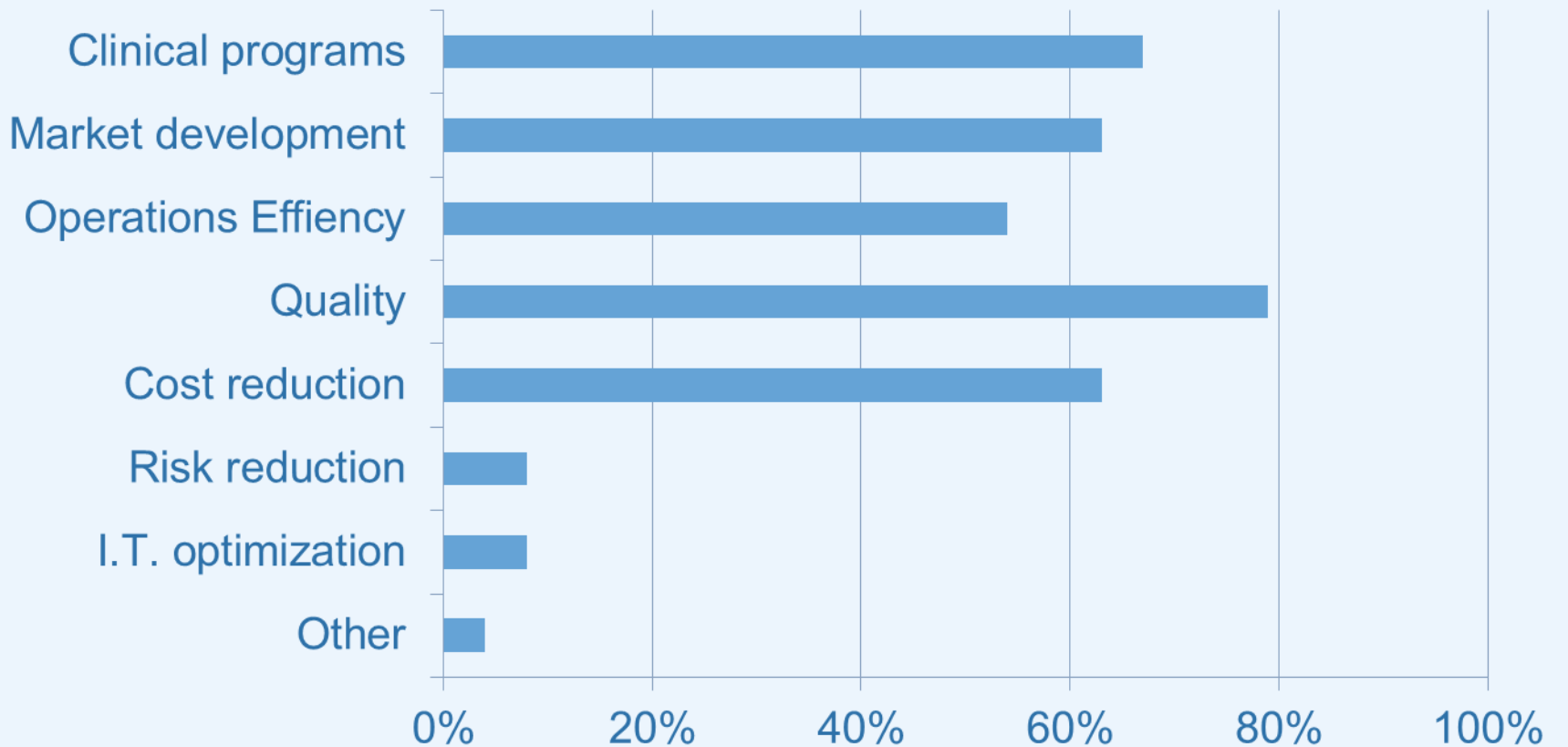


Specific board decisions

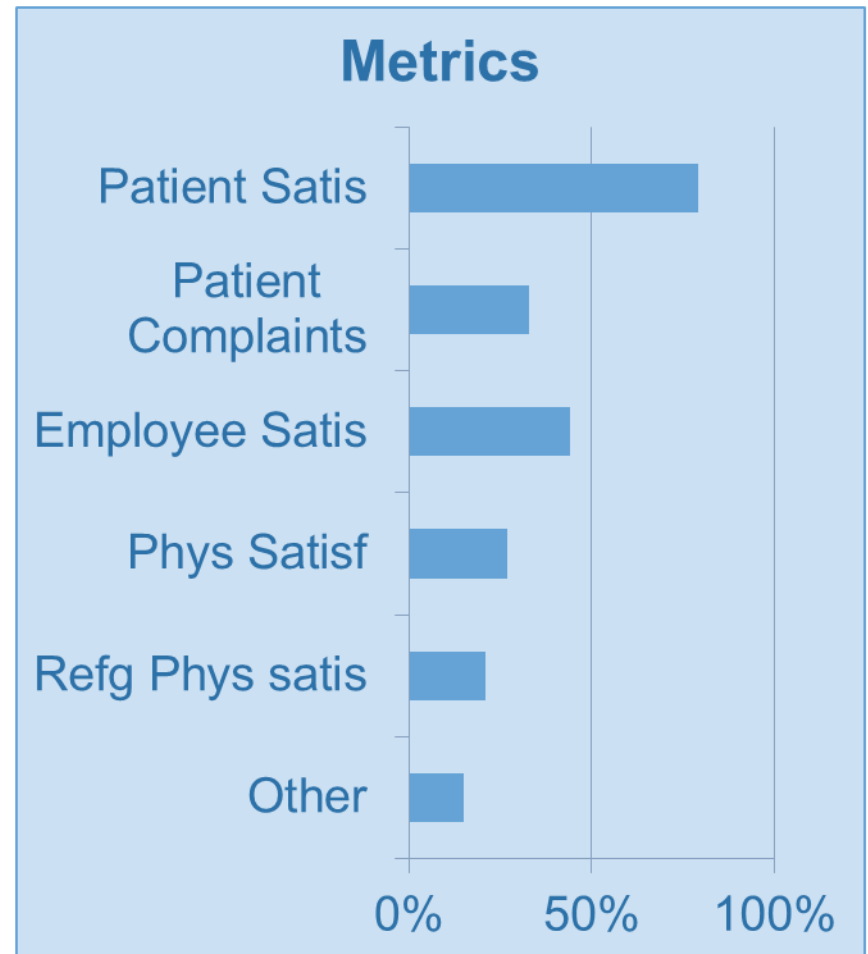
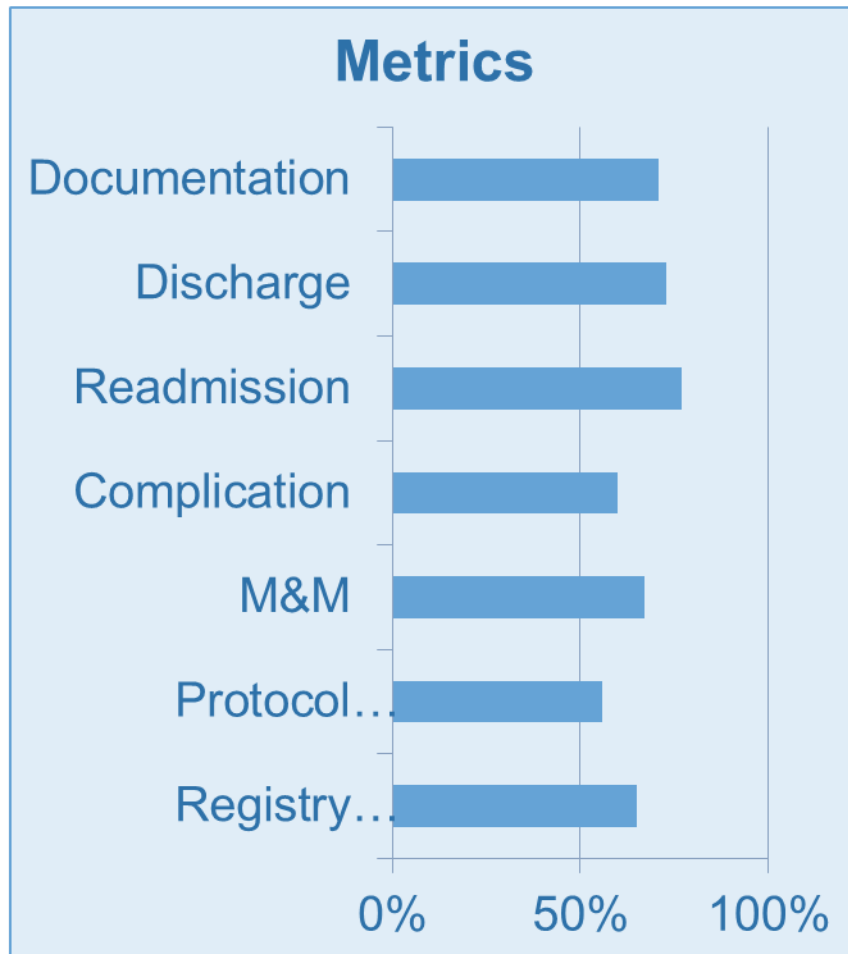


Top Three CVSL Initiatives

Initiatives

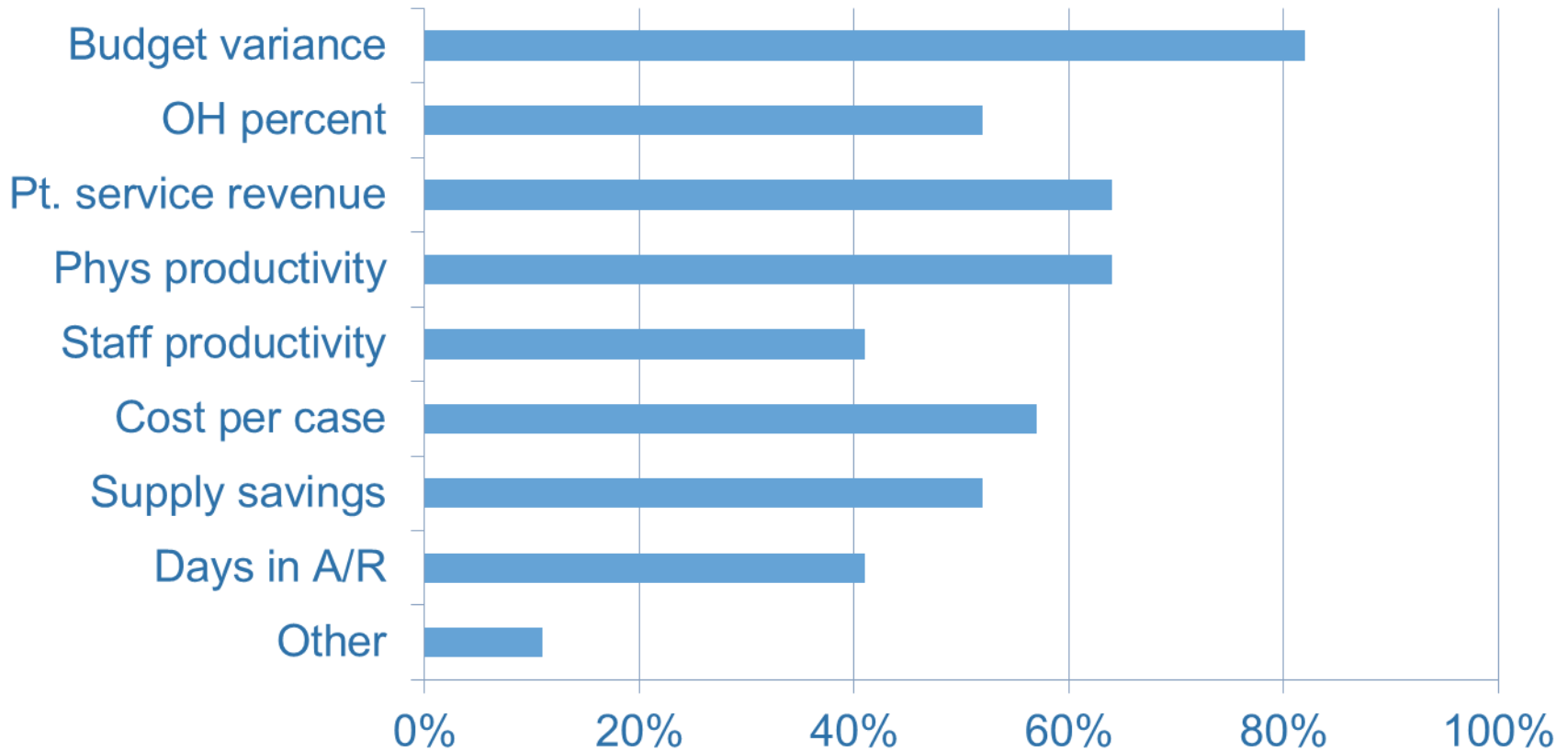


CVSL Performance Metrics



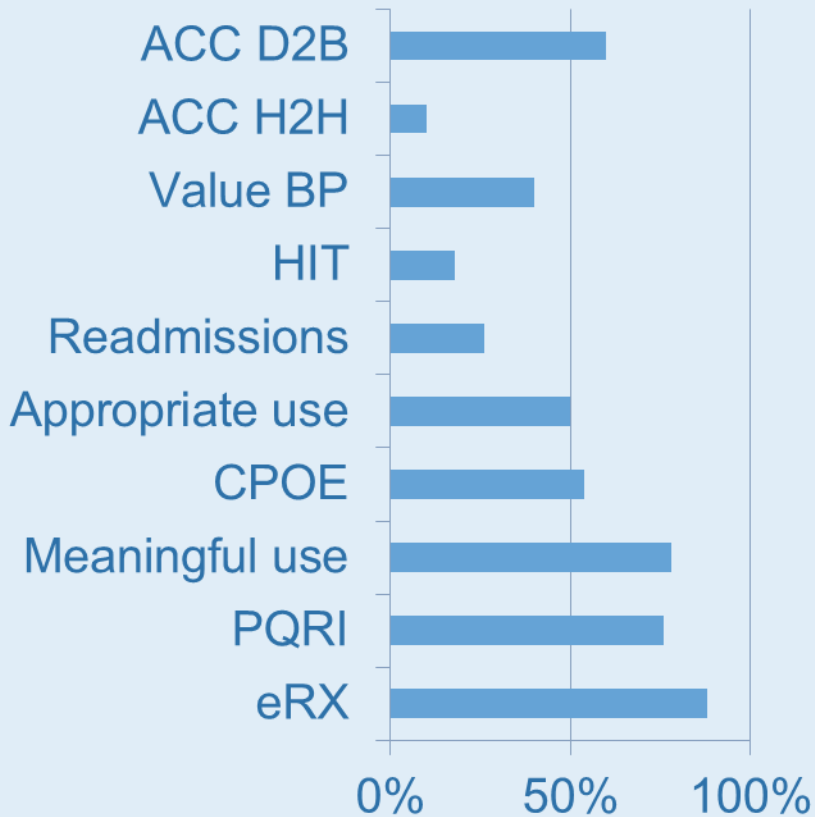
CVSL Financial Performance Metrics

Metrics

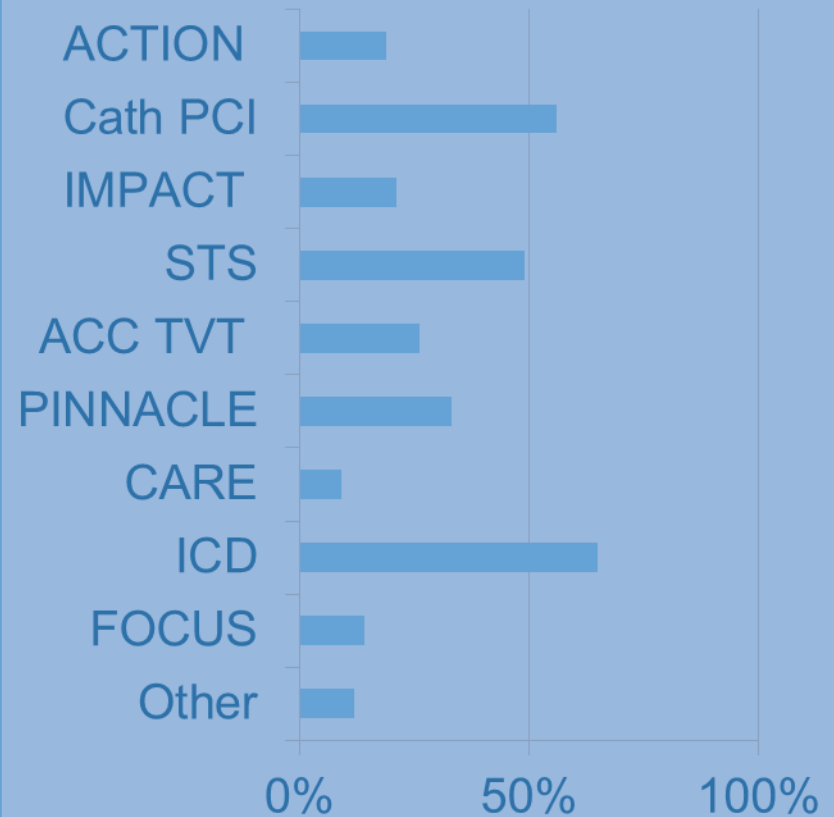


CVSL Quality Participation

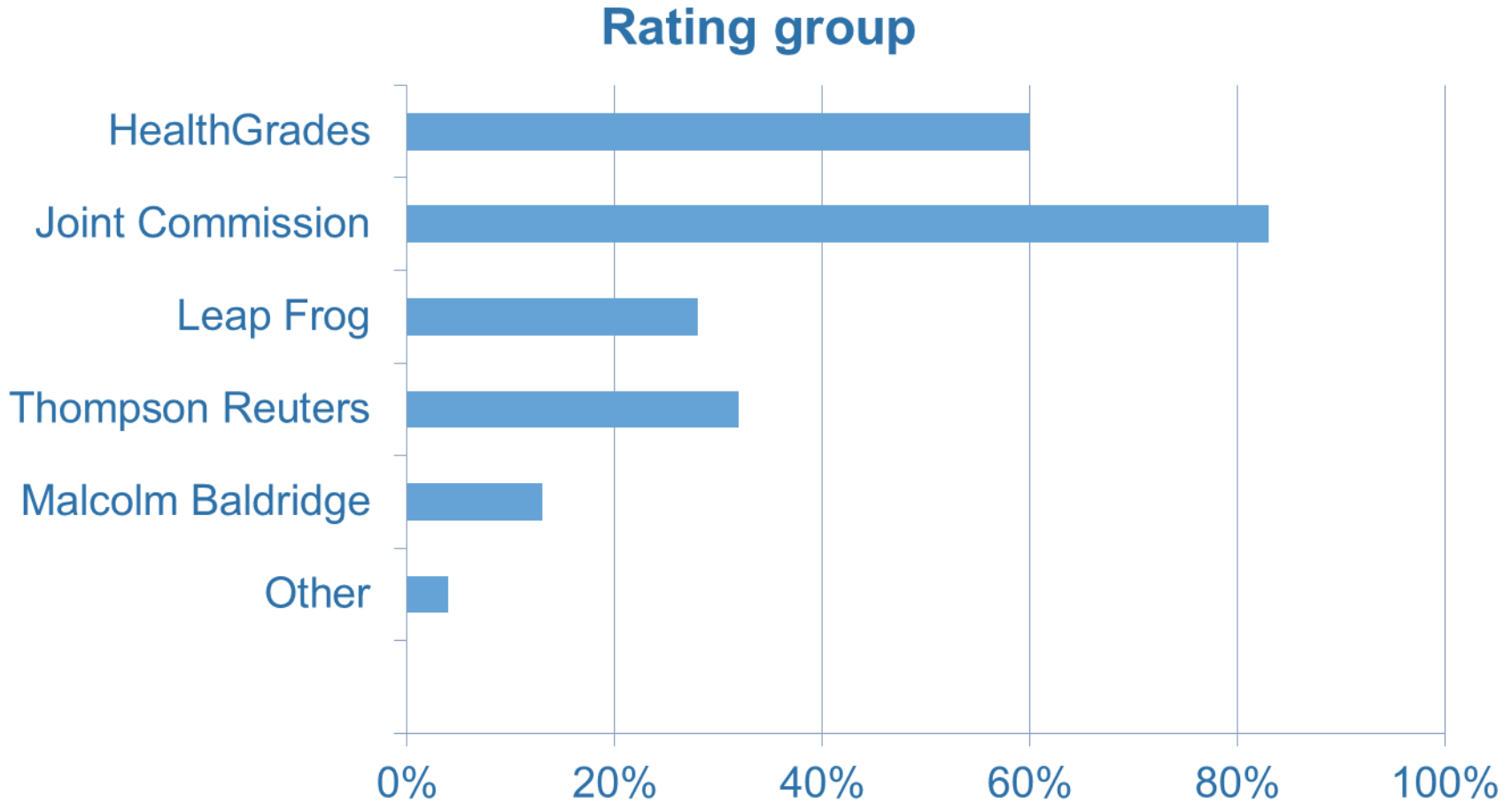
Quality Initiatives



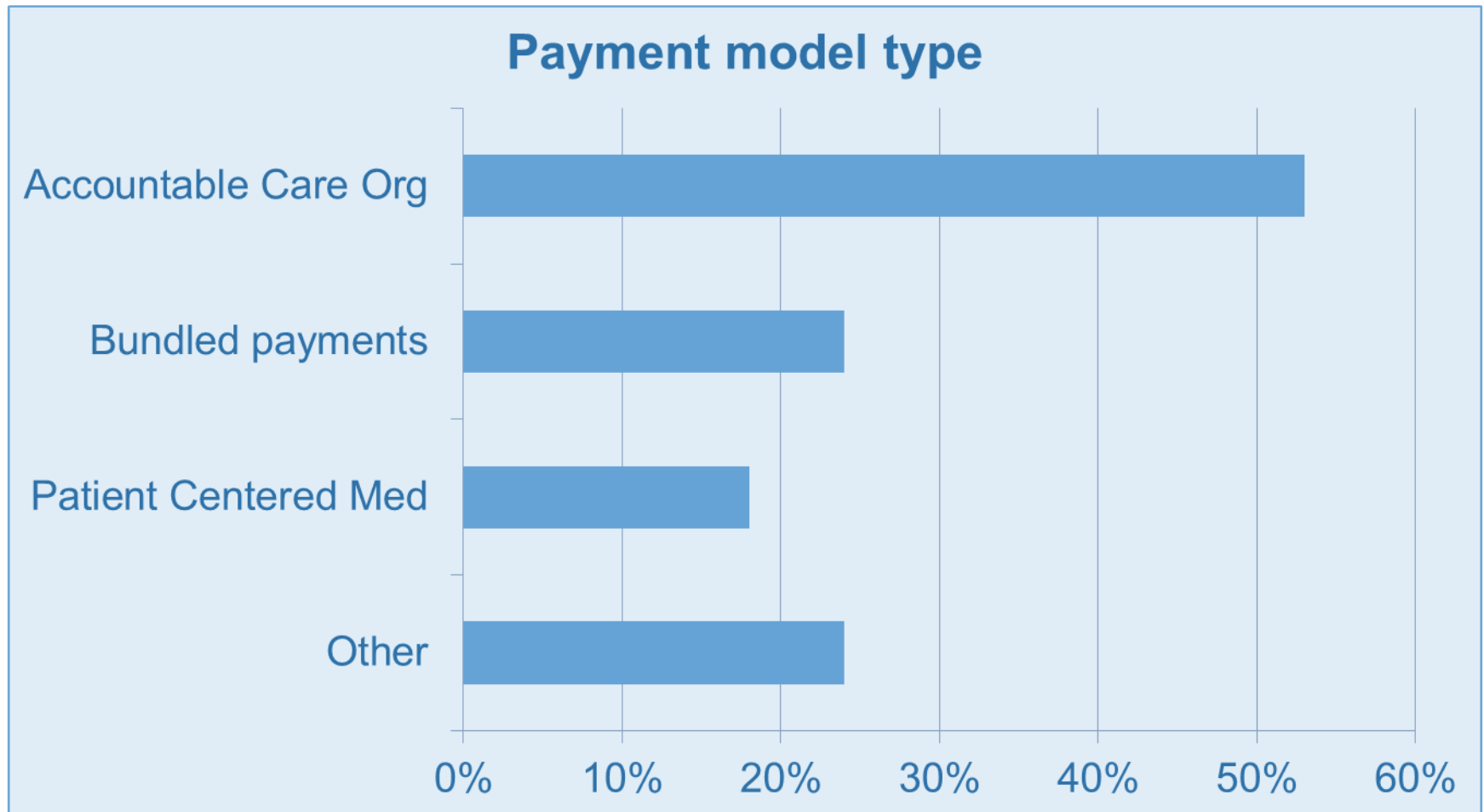
Participating Registries



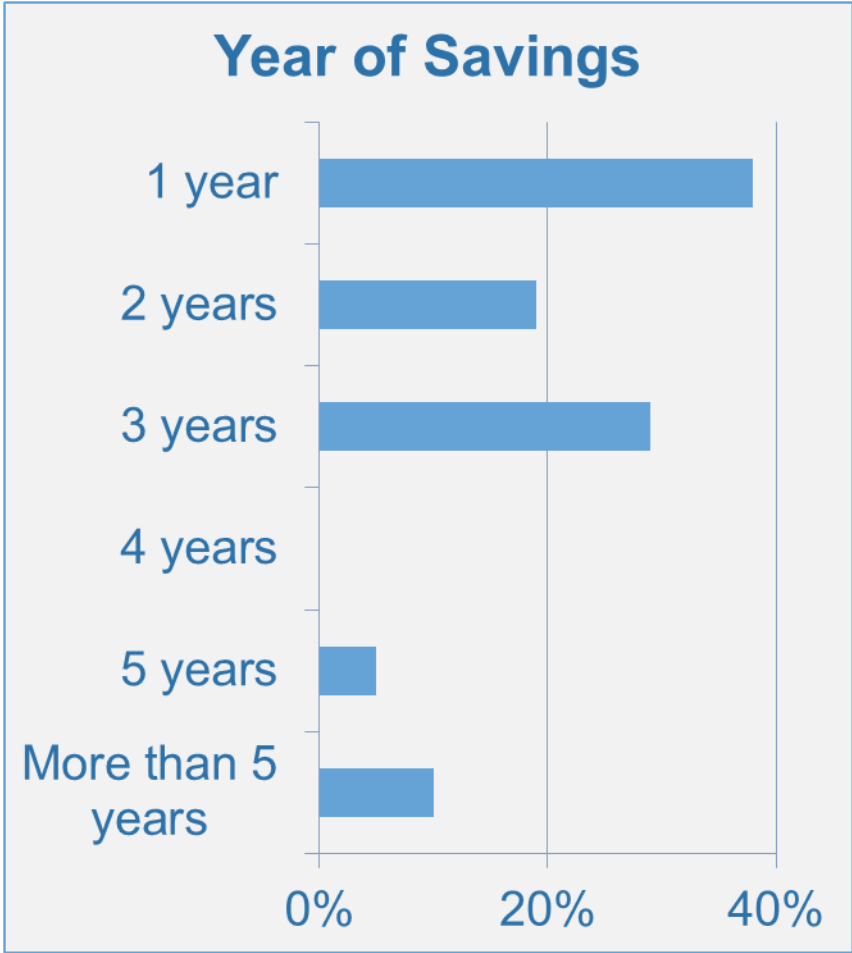
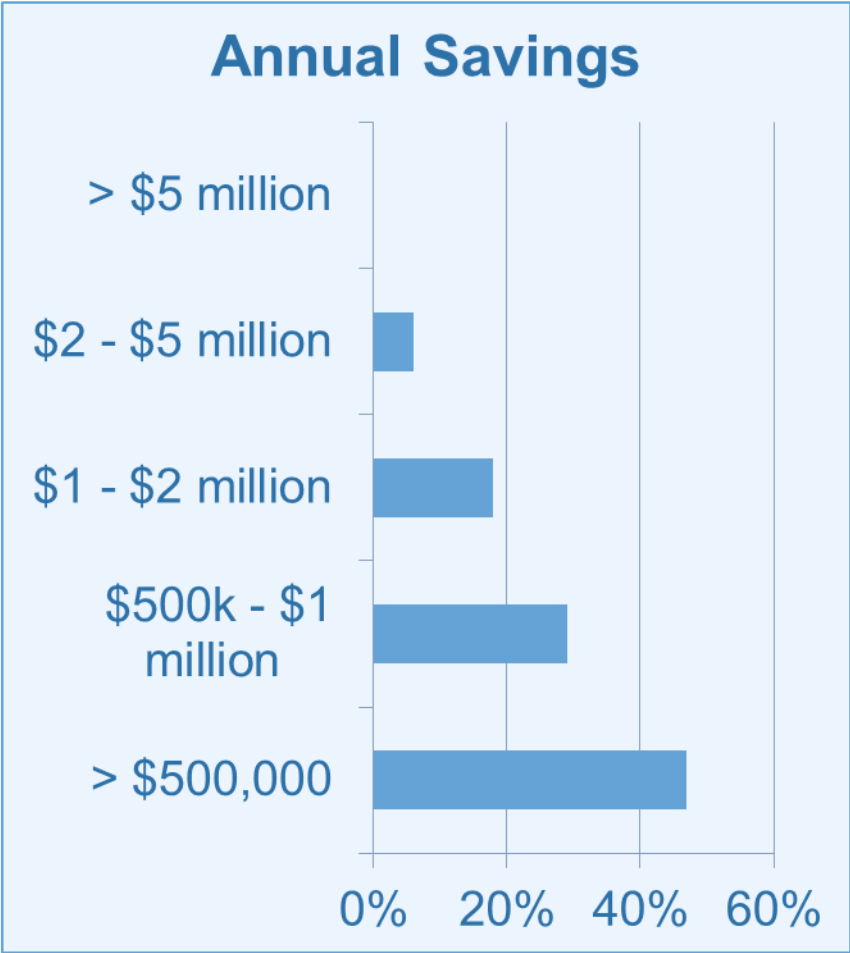
Participation in Rating Groups



Participation in Payment Models



CVSL Annual Savings



Adding Value

- **Low Hanging Fruit**
 - Standardization
- **Next Level**
 - Quality metrics
 - Efficiency metrics
- **Progressive Models**
 - Lantheus Echo Project
 - Lourdes

Thanks!

Questions?