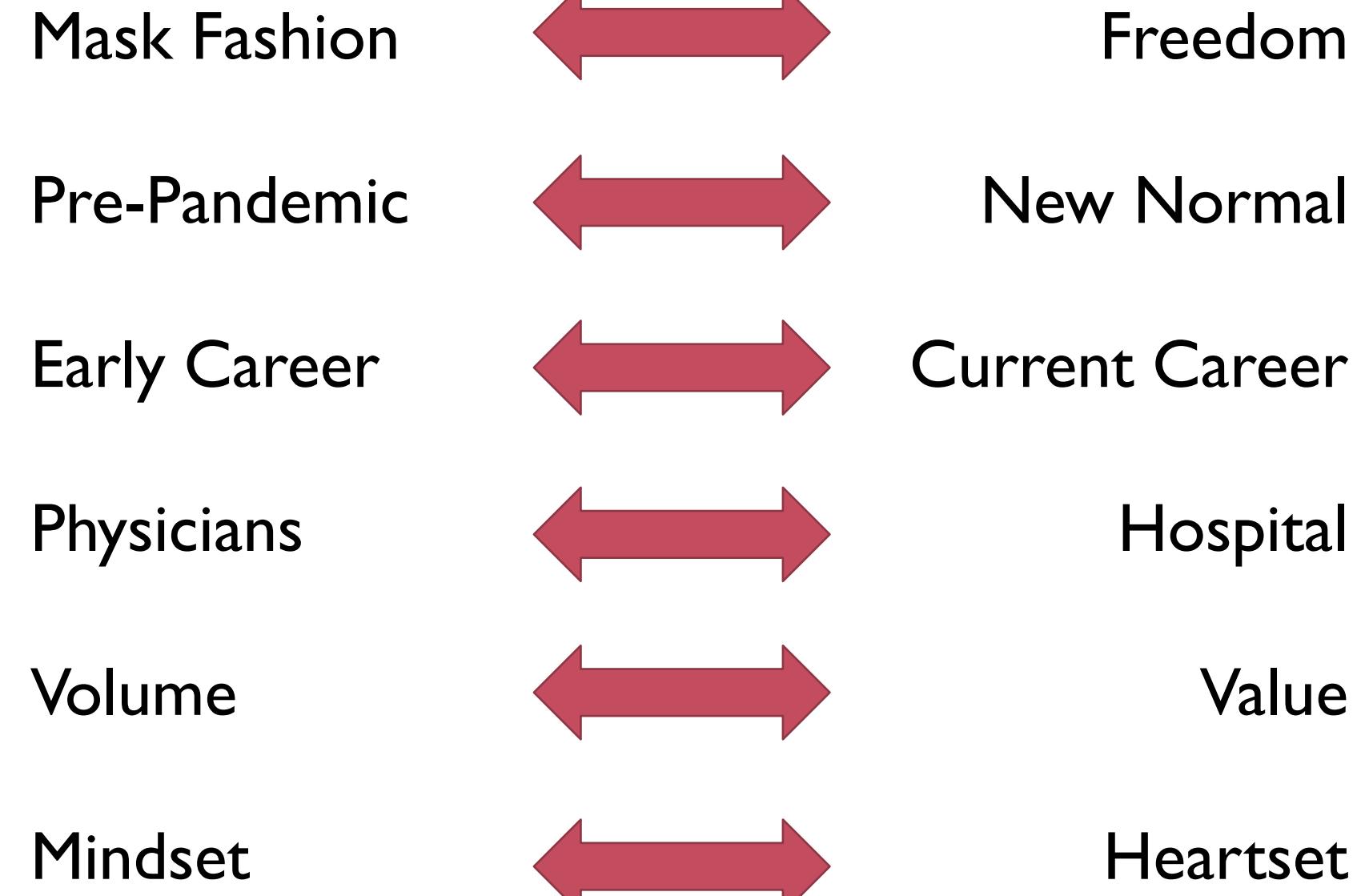




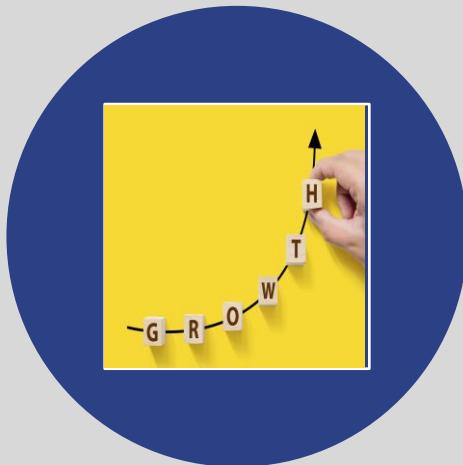
BRIDGING THE DIVIDE BY MINDING THE GAP

A Leadership Journey

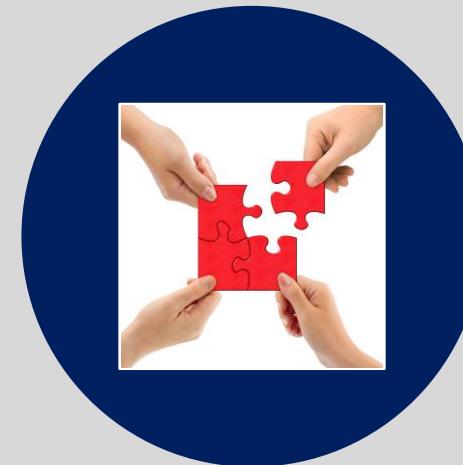
Bridge the Divide



Two Needs of the Spirit



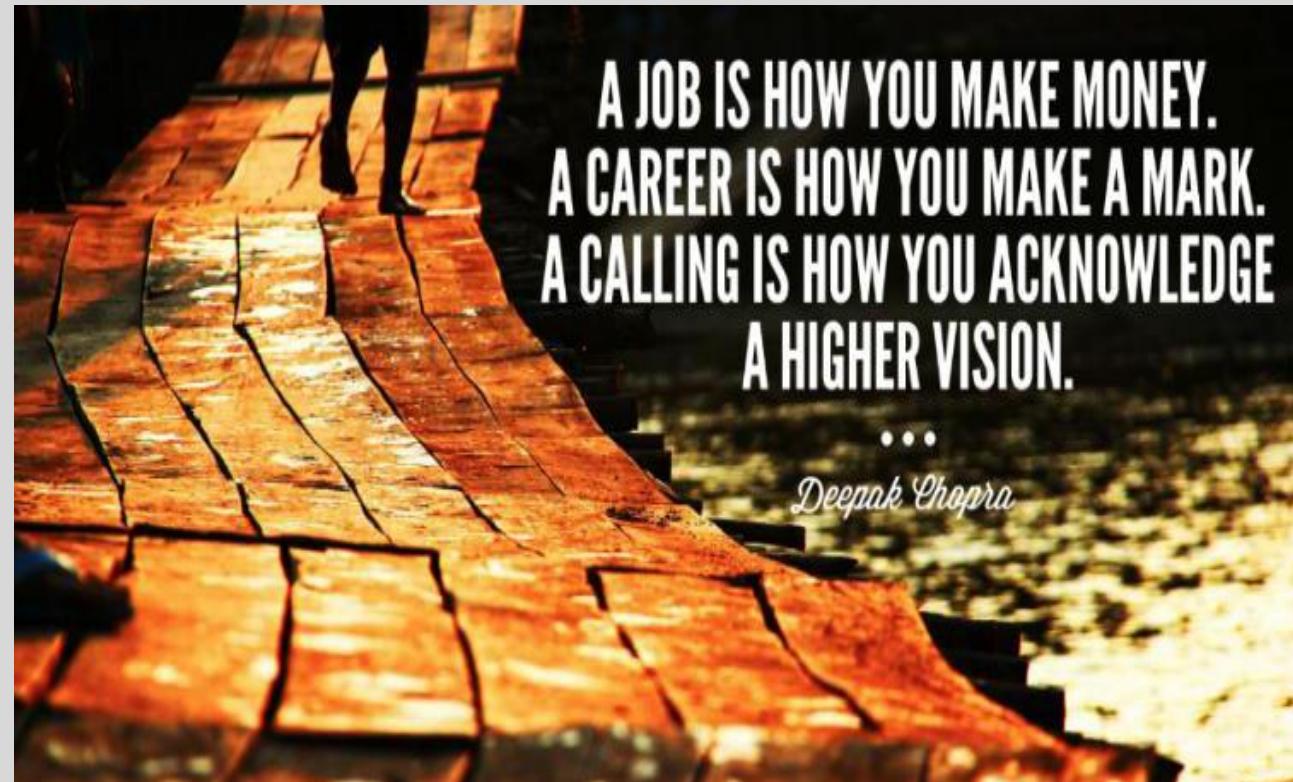
GROWTH



CONTRIBUTION

Mindset Divide

- **JOB**
- **CAREER**
- **CALLING**
 - Strong inner impulse
 - Craft
 - Identity
 - Strong sense of purpose



Curiosities

Family	Astronomy	Cooking	Leadership	Efficiency	Accounting
Drumming	Travel	Golf	Parenting	Soccer	College basketball
Finance	Productivity	Friendships	Def Leppard	Healthcare	Learning
Meditation	Boating	Education	Reading	Biohacking	Order/Justice



Passions

- Where multiple curiosities intersect you find your personal passions
- Passion & Perseverance = Grit
- Passions are where you find your life's purpose



Purpose

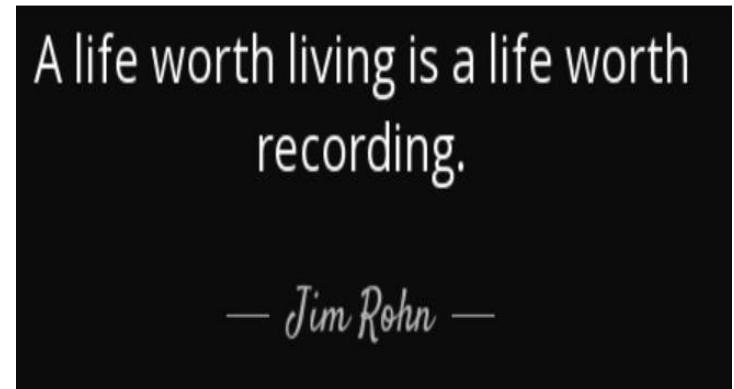
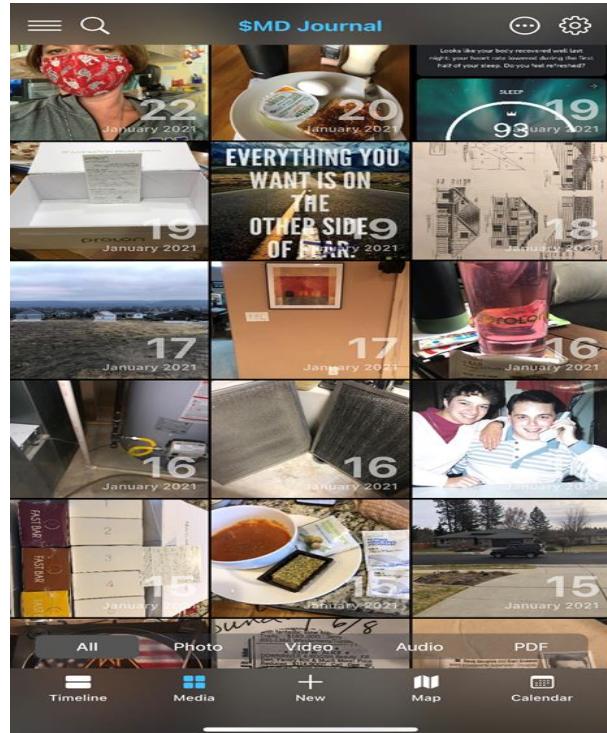
- Curiosities for drumming, cadence, a sense of order, the rhythm of business led to my passion as a healthcare CFO
- Life's purpose to bring order to the chaos, to set the cadence for growth, contribution, efficiency, improvement, legacy
- Coupled with the Mission of expressing God's love by being steadfast in serving all, especially the poor & vulnerable

Stand Guard

- **DELETION CREATURES (Delete, Distort, Generalize, Forget)**
- **NEGATIVE BENT – 80% of thoughts; 95% repetitive**
- **EDUCATION VS ENTERTAINMENT**
- **DABBLER, STRESSOR, MASTER**
- **PROXIMITY IS POWER – MENTORS, EXECUTIVE COACHING, NETWORK/CONNECT**

Heartset Divide





CULTIVATING BLISS

- REFLECTION
- GOOD FINDER
- GRATITUDE JOURNAL

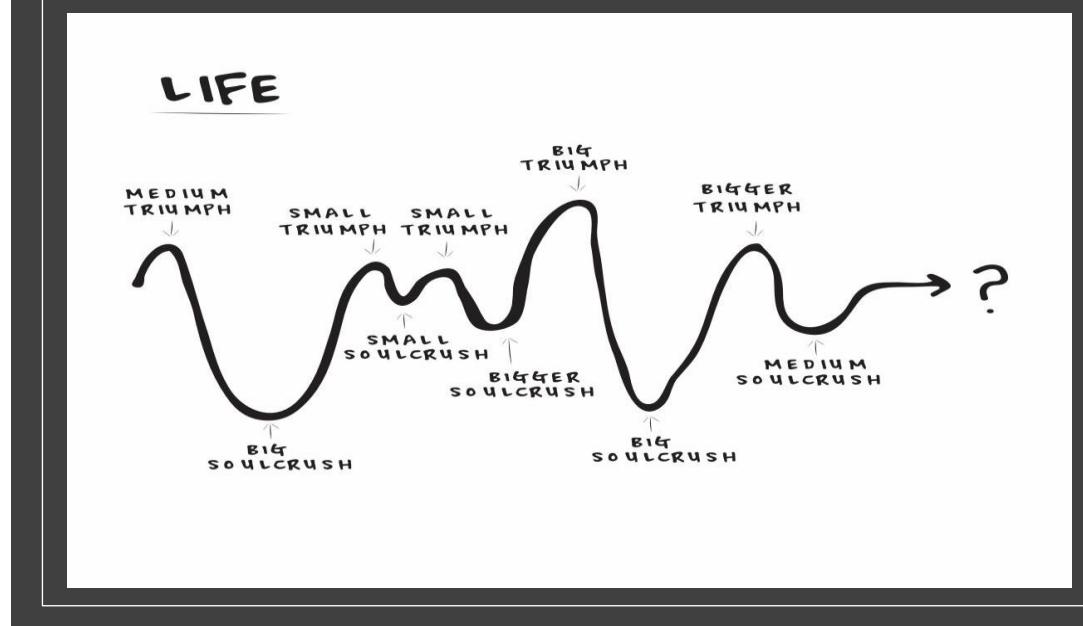
**WHEN I LET GO
OF WHAT I AM,
I BECOME WHAT
I MIGHT BE.**

LAO TZU

EST.2014 | VALOURINE

Letting Go

- **EMOTIONAL FUEL**
 - Summer of 1997
- **HINDSIGHT WINDOW**
 - reframe, close; Moment of Grace
- **LETTING GO-** for me not to me



Personality Leadership

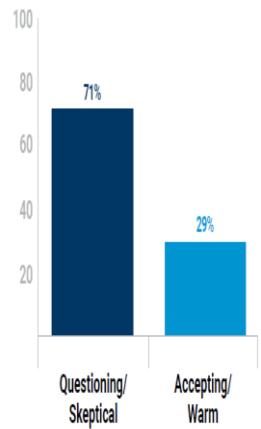
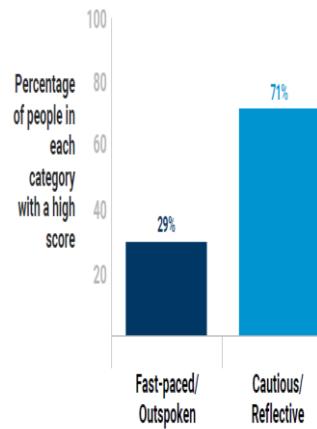
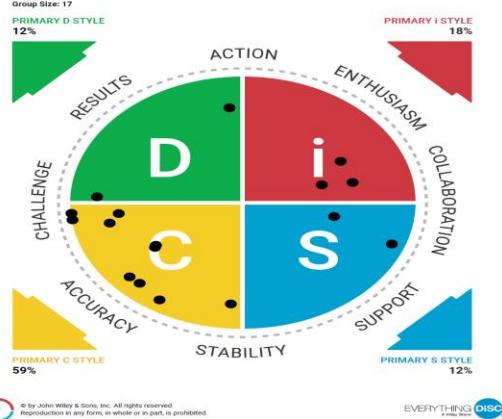
Personalysis & DiSC

Wheel of Life / Professional Wheel

Six pillars of burnout

Group Map

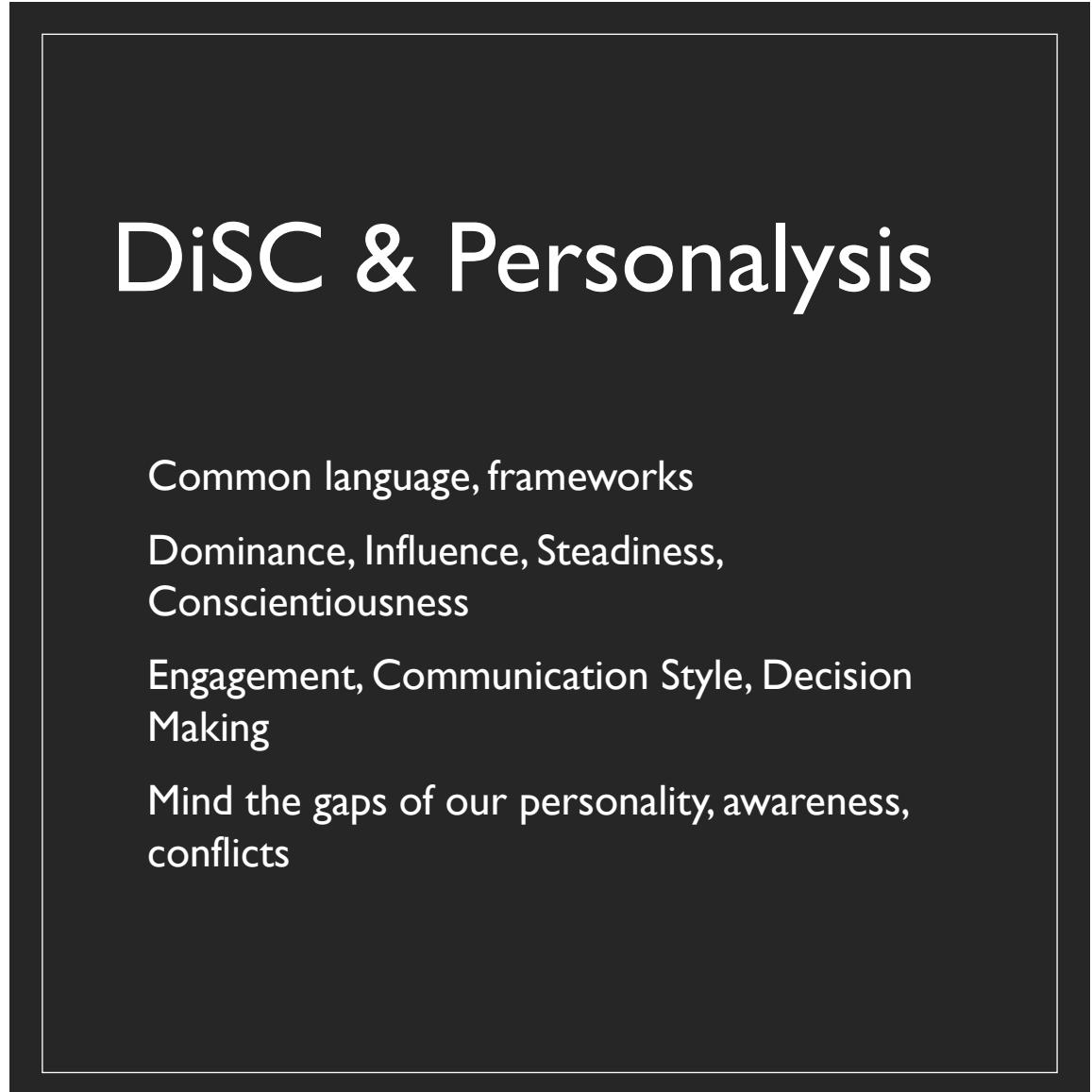
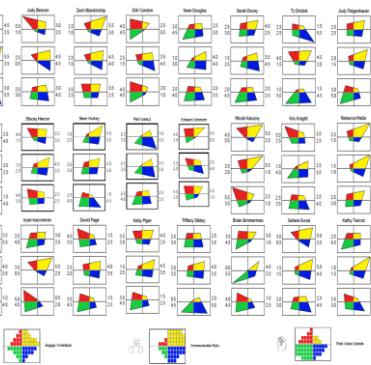
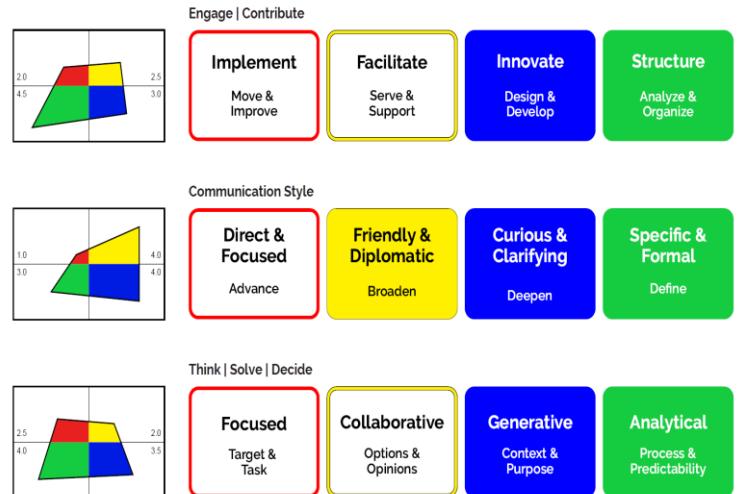
The Everything DISC® map below shows the distribution of DISC® styles in your group. Each black dot represents one person. The percentages reflect the proportion of people who fall in each of the four DISC regions.



Sean Douglas

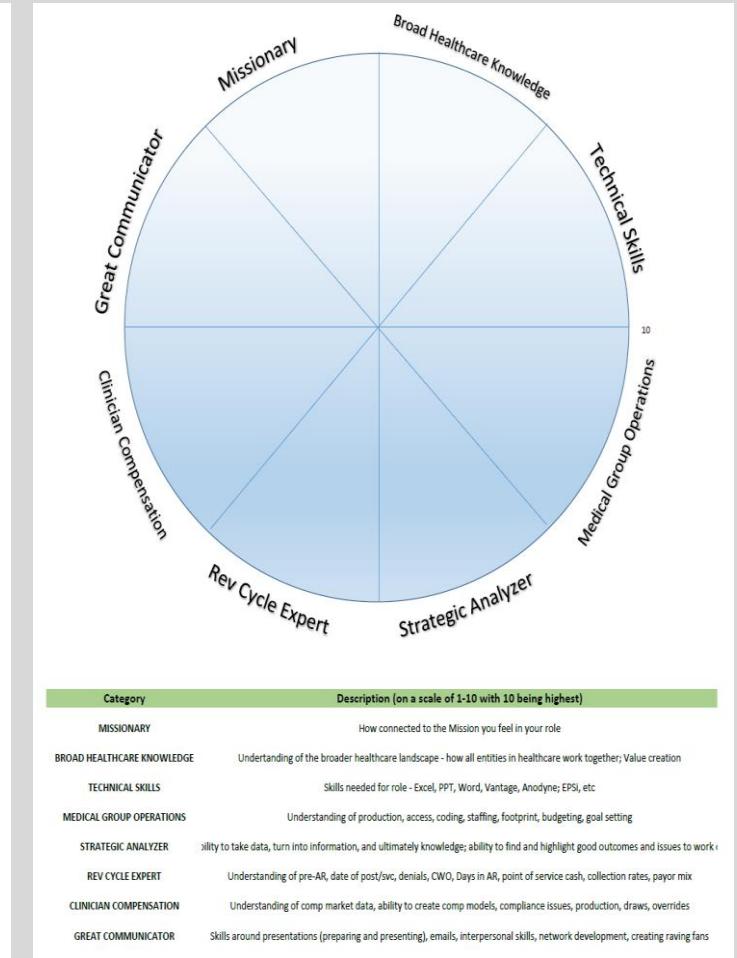
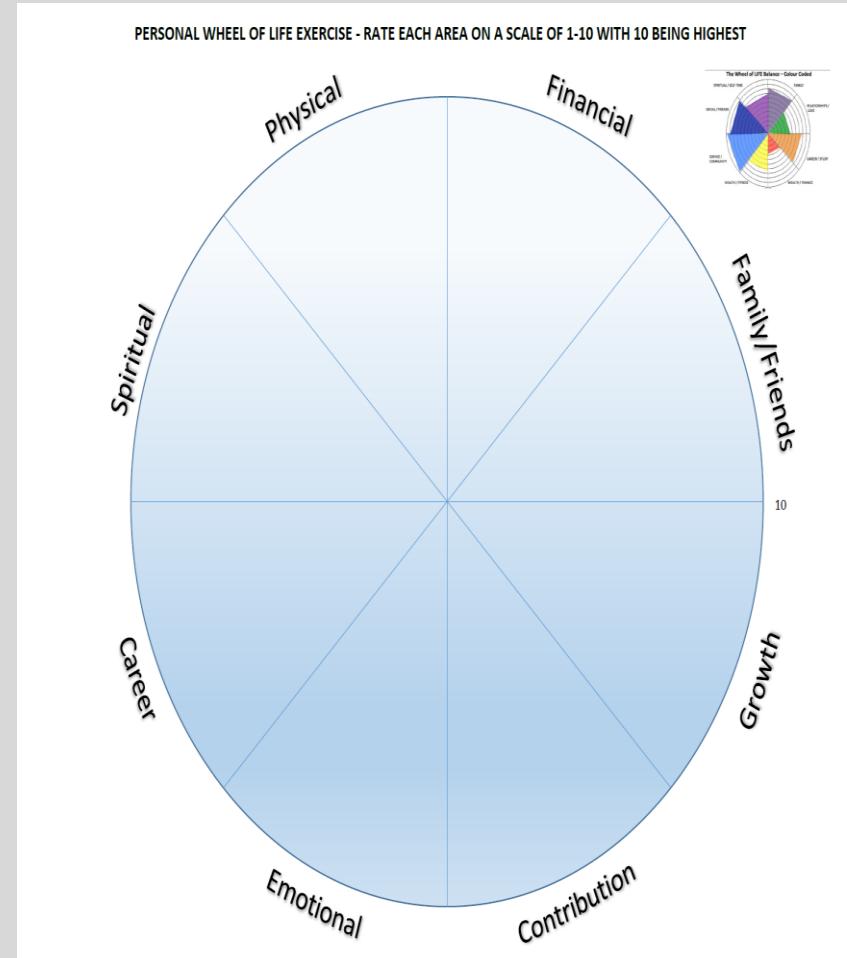
PERSONALYSIS SNAP Report

Date Completed: 12/4/2007



Personal & Professional Wheels of Life

- Self-awareness
- Happiness is Progress
- Structured models to mind the gaps personally and professionally



Burnout

- Purpose, Praise & Participation
- Progress

Spotlight: Organizational Burnout

- It takes **three dimensions** (exhausted, lack of efficacy, cynicism) to get the scientific definition of burnout.
- Acting on "burnout" will also support caregivers experiencing a lack of engagement!



For more information and ideas for action: <https://providence4.sharepoint.com/sites/LeadingThroughBurnout>

ORGANIZATIONAL FOCUS

- **Conceptual framework**
- **Establishing the GAP (s)**
- **Creating the cadence – THF, IFE**

Value Based Leadership

- A powerful conceptual framework for financial leadership of your physician enterprise
- Value creation flywheel creating optimization of and balanced focus on the physician investment
- Strategic portfolio review to ensure health system financial outcomes
- Scorecard feedback loop using the flywheel categories and the quadruple aim
- Operational Gap Map utilized to develop a financial improvement plan (FIP)

TIMELESS PRINCIPLES

**Mission Inspired
Consistency
Transparency
Optimization
Critical Focus
Strategic Insights
Business Acumen
Success Rituals**

MEDICAL GROUP VALUE CREATION FLYWHEEL

Financial Framework for a High Performing Value Driven Physician Enterprise



Balanced Scorecard

- Operational focus using the quadruple aim and the four quadrants of the value creation flywheel
- Timely and focused metrics focusing the physician enterprise on timely progress
- Visual controls allow for ease in creation of the operational gap map and the corresponding financial improvement plan (FIP)

 Providence

Jan 2021 YTD

Providence Medical Group (Washington / Montana) Executive Operational Balanced Scorecard.

		Measure	Definition	2020 Target	NE PMG	SE PMG	Kadlec MG	MT PMG	WA/MT	Reporting Timeframe	Updated	
Quadruple Aim	Optimized Patient Experience	Patient Experience	"Likelihood to Recommend Practice " Press Ganey Survey (Top Box)	≥ 50th%tile	41	43	33	46	39	Monthly	1/31/2021	
		Patient Experience	"Likelihood to Recommend Provider " Press Ganey Survey (Top Box)	Raw score	92.4%	87.9%	86.3%	89.2%	87.3%	Monthly	1/31/2021	
	Improved Caregiver Experience	Caregiver Engagement	"Organizational Engagement" Category from Performance Cultural Assessment – Towers Watson	≥ 50th%tile	35	37	29	45	34	Monthly	1/31/2021	
		Clinician Engagement	"Physician Alignment" Category from Performance Cultural Assessment – Press Ganey	> 50th	42nd%	55th%	21st%	45th%	40th%	Annual Measurement	12/31/2019	
				> 3.72	3.62	3.73	3.44	3.68	3.62	Annual Measurement	12/31/2019	
	Better Health Outcomes	Ambulatory Quality Measures	Quality Composite Score (Average of 8 Measures)	Target = 5/8	4.0	6.0	0.0	6.0	3.0	12 month rolling	1/31/2021	
		Risk Adjustment Factor (RAF) Score	Risk Adjustment Factor (RAF) Composite Score	> 1.0	0.95	1.30	1.02	1.00	1.00	YTD	1/31/2021	
		Recapture Rate	Overall recapture rate (80% annually)	> 80%	61.3%	65.2%	58.4%	62.8%	61.1%	YTD	1/31/2021	
	Lower Cost of Care	Revenue	Net Patient Revenue / wRVU	Incr trend	\$ 158.45	\$ 96.14	\$ 82.66	\$ 91.92	\$ 119.21	3 month rolling	1/31/2021	
		Expense	Total Operating Cost / wRVU	Decr trend	\$ 166.27	\$ 124.47	\$ 129.55	\$ (91.64)	\$ 212.89	3 month rolling	1/31/2021	
		YTD Operating EBIDA (Variance)	\$ Variance and % Variance to Regional Budget YTD	≥ 0%	\$ 400,081	\$ (223,559)	\$ 220,657	\$ 244,062	\$ 641,241	YTD	1/31/2021	
		Internal Referral Rate	% of referrals originating in Providence primary care sent to providers, clinics, departments that are considered internal or affiliated divided by total referrals. Tier 1 & 2 referrals only - no Tier 3.	> 80%	74.0%	86.0%	72.0%	73.0%	75.0%	3 month rolling	1/31/2021	
		Patient Access (Primary Care)	"Third Next Available" Methodology	≤ 3.0 days	14.0	19.1	21.1	13.5	16.0	3 Month rolling	1/31/2021	
Production	Access	Patient Access (Specialty)	"Third Next Available" Methodology	≤ 7.0 days	19.1	16.3	20.1	11.9	17.5	3 Month rolling	1/31/2021	
		Patient Access	Patient experience survey methodology "Patient Access Question"	≥ 90%	93.6%	94.5%	92.1%	94.1%	93.1%	3 Month rolling	1/31/2021	
		Provider Productivity	Average Group Productivity based on the wRVU rates per specialty (12 month rolling)	≥ 60th%tile	44	29	58	30	45	12 month rolling	1/31/2021	
	Throughput	Primary Care Patient Panel Size	Average Primary Care Patient Panel Size (Risk Adjusted) – standard attribution convention	Panel Target > 1800	1,663	1,394	1,571	1,787	1,634	3 month rolling	1/31/2021	
			Total Panel Growth	YOY Growth	5.5%	-0.8%	9.9%	-5.0%	4.5%	Year over year	1/31/2021	
			Total Panel	Raw panel	139,264	19,812	74,421	37,986	271,483	3 month rolling	1/31/2021	
			Staffing per Provider FTE	< 50th%								
	Revenue Cycle	Capture	Days in Pre-AR/Unbilled	Days of revenue in Pre-AR	< 3 days							
			Copay Collections	% of eligible copay collected	> 80%	51%	48%	40%	27%	45%	Monthly	1/31/2021
			Payor Mix	YTD % Commercial	>33%	33.5%	27.5%	41.2%	25.8%	34.4%	YTD	1/31/2021
	Collection	Collection	Days in A/R	Days of revenue in accounts receivable	≤ 40 days	38.5	38.2	38.2	35.9	38.1	Monthly	1/31/2021
			Denials	Denials for all reasons	< 5%	9.7%	6.8%	7.5%	5.1%	8.2%	3 Month Rolling	1/31/2021
			Controllable Writeoffs	Controllable writeoffs as a percent of revenue	< 1%	0.6%	0.5%	0.06%	0.3%	0.4%	3 Month Rolling	1/31/2021
Clinician Compensation Systems	Rewards	Compensation to Net Revenue	Clinician Compensation as a % of Net Patient Revenue	<100%								
			Clinician Compensation per wRVU	<60th %ile								
	Ecology	Compensation to wRVU	Total Provider Headcount	Raw #	937	102	345	258	1,642	Monthly	1/31/2021	
			FTE variance year over year (Green - growth, Red - recession)	> 0%	0.8%	-2.9%	5.8%	12.2%	3.2%	Year over year	1/31/2021	
			Staffing	Staff Productivity	Staffing per 10K wRVU - Multispecialty (last pay pd)	<50th%tile					Monthly	
	Infrastructure	Footprint	Footprint Utilization Rate	wRVU / total clinic sqft.	>= 3.06	2.91	3.46	5.01	2.71	3.61	3 month rolling	1/31/2021

PRODUCTION – Access & Throughput

Key Input agreements

- Specialty designation & market metrics
- Full time equivalency definition
- Worked hours

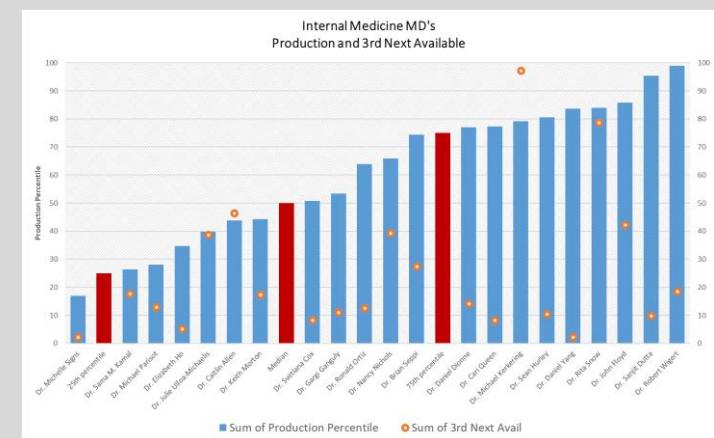
Key Metrics

- Access measures – 3rd next available & new patient visit percentage
- Throughput measures – wRVU and Sacred Encounters
- Panel size

Gap Map Visual Controls

- Production percentile vs 3rd next available
- Volume by date of service view
- Volume needed to hit 60th percentile

Posted Division	YTD Posted	YTD Budget	% of YTD Budget	2020 YTD Capacity	% of YTD Capacity	Percentile Ranking
Pediatric General	92,786	114,292	81%	88,980	104%	64.7
Medical Specialties	475,890	487,658	98%	470,025	101%	60.9
Surgical Specialties	377,769	406,002	93%	377,633	100%	59.8
UC's System Division	131,520	154,294	85%	138,908	95%	55.0
Primary Care - Internal Med	101,979	125,208	81%	108,772	94%	52.2
Pediatric Specialties	156,709	182,560	86%	174,311	90%	50.8
Cardiology Division	42,105	47,155	89%	46,909	90%	50.7
Primary Care - Family Med	197,939	211,865	93%	224,141	88%	45.1
Neurology Division	190,581	245,251	78%	231,665	82%	43.6
Stevens County Clinics	89,808	108,548	83%	114,775	78%	35.0
Transplant	5,534	6,000	92%	16,355	34%	13.6
Totals	1,862,620	2,088,833	89%	1,992,473	93%	53.7



REVENUE CYCLE – Capture & Collect

Key Input agreements

- Days in pre-AR (unbilled) target
- Days in AR target
- Co-pay collection target

Key Metrics

- Days in AR
- First pass denial rate (clean claim rate!)
- Controllable write off percentage
- POS collection percentage

Gap Map Visual Controls

- Revenue cycle dashboard
- Payor Mix



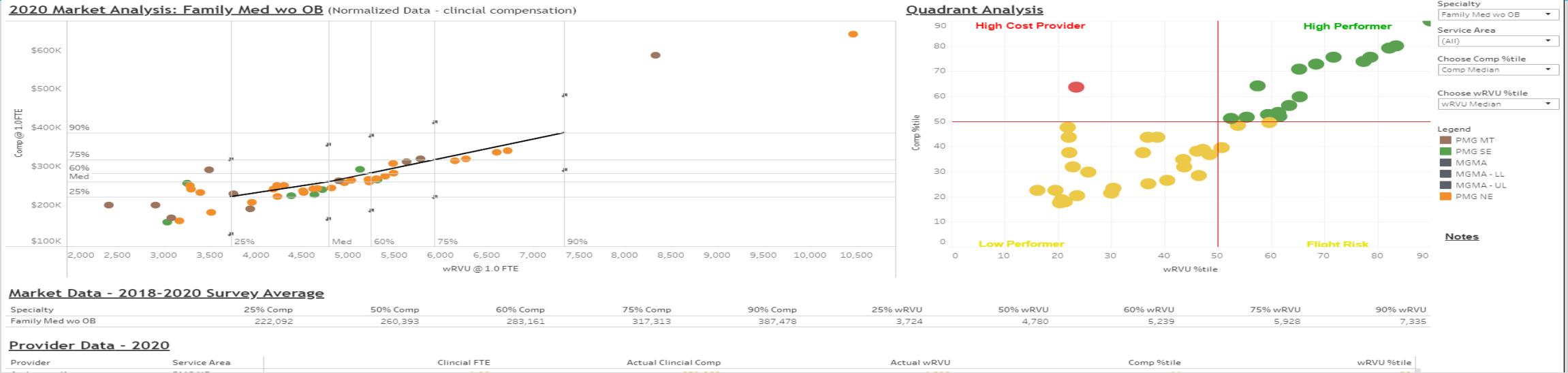
Executive Summary – Washington & Montana

Metrics	Q1 2020	Q2 2020	Q3 2020	Q4 2020	QTD 2021	Target	Status
Pre-AR Days	2.95	4.34	2.78	2.74	5.60	3.25	●
AR Days	30.81	41.82	34.91	33.47	37.76	33.50	●
Controllable Write Off	2.32%	1.79%	1.31%	1.36%	1.26%	1.05%	●
Actionable Denial Rate	5.10%	5.57%	5.71%	6.28%	6.65%	5.00%	●
AR Aging > 120 Days	22.34%	22.60%	22.62%	25.72%	24.17%	24.00%	●
Net Collection Ratio	97.67%	97.39%	97.04%	96.88%	96.71%	97.10%	●
Coding Pre-AR Days	0.83	3.18	1.31	1.56	3.73	1.50	●
Coding Quality	n/a	n/a	n/a	n/a	n/a	90.00%	n/a

Strategic Focal Points:

- Pre AR
- Revenue Growth
- Staffing Levels
- Denials: Molina Coding, UHC West Registration
- Success Stories: VA Registration Denials, Respiratory Review Rule

CLINICIAN COMPENSATION – Rewards & Ecology



Key Input agreements

- Clinician compensation models
- Clinician production measurement

Key Metrics

- Clinician compensation
- Clinician production (wRVU)
- Clinician net revenue

Gap Map Visual Controls

- Clinician compensation as a percent of net patient revenue
- Clinician compensation per wRVU
- Percentile production vs percentile compensation

Clinician Compensation Philosophy & Principles

MD Compensation Principles

MOTIVATING PRINCIPLES	DESTRUCTIVE PRINCIPLES
Aligned with Mission	Aligned with Ego
Market Competitive	Market Ignorant
Rewards Performance	Promotes Complacency
Simple & Transparent	Complex & Shrouded in Mystery
Sustainable	Unendurable
Compliant	Excessively Risky
Promotes Partnership	Promotes Free Agency
Comprehensive	Piecemeal

Our compensation plan supports our mission of providing exceptional, patient-centered care. We recruit and retain the most talented physicians by offering a market competitive salary that rewards performance. Our plan is simple, transparent & sustainable.

INFRASTRUCTURE – Support (Staffing & Footprint)

Key Input agreements

- Clinician count and production
- Staffing in FTE by job type
- Footprint attribution

Key Metrics

- Clinician and staff FTE
- Staffing by clinic
- Production by clinic/clinician
- wRVU per square foot

Gap Map Visual Controls

- Portfolio Review
- Staffing per 10k wRVU
- Footprint utilization

Staff Benchmarking

Per 10k wRVU's Analysis

wRVU's per 10k based on YTD Dec 2019 Data

FTE Data based on 12/21/2020 pa

Footprint Utilization

Department/Category	Impressis Department/Category	Division	NPI/Medical Specialty	MDMA Specialty	RVU Val	Score Val	RFVUS	RVU Val	Score Val	RFVUS	75%	90%	95%
55611831	PMC PMG GENETIC CLINIC	Pediatric Specialists	Genetic	Neonatology/Specialty	3,636	3,041	0.44	2.32	4.43	4,653	7,747	7,988	16,911
55671701	PMC PEDS PULMONOLOGY	Pediatric Specialists	Pulmonary	Pulmonary Medicine	8,132	4,445	183	5.74	7.74	3,88	16,161	31	31
55671801	PMC PEW-NEVINS GARDEN HOME	Steinway County Clinic	Gastroenterology	Gastroenterology	1,701	10,178	0.75	2.25	4.04	6,55	8,777	8,777	10,178
55671931	PMC GYN-OB	Surgical Specialists	General Surgery	General Surgery	1,445	5,217	0.75	2.25	4.04	6,55	8,777	8,777	10,178
55671941	PMC ADULT GASTROENTEROLOGY	Pediatric Specialists	Gastroenterology	Gastroenterology	5,241	1,000	0.75	2.25	4.04	6,55	8,777	8,777	10,178
55671971	PROV MEDICAL PEDIATRICS	Pediatric General	Pediatrics	Pediatrics	10,576	5,564	1.90	2.95	3,57	4,37	5,46	17	17
55671982	PROV PEDIATRIC NEUROLOGY	Pediatric Specialists	Neurology	Neurology	3,753	1,681	2.02	2.95	3,57	4,37	5,46	17	17
55671950	PMC ONCOLOGY/PEDS	Pediatric Specialists	Pediatric Oncology	Pediatric Oncology	13,311	6,874	2.05	2.95	3,57	4,37	5,46	17	17
33614230	PMC FRE-ADMT CLINIC	Primary Care - Internal Med	Internal Medicine	Internal Medicine	4,720	2,848	1.66	2.33	3,31	4,20	4,92	17	17
55671984	PMC GENETIC CLINIC FOR PEOPLE	Pediatric Specialists	Pediatrics	Internal Medicine	27,930	13,264	1.75	2.95	3,57	4,37	5,46	17	17
55671984	PMC NEUROLOGY/MU CENTER	Pediatric Specialists	Neurology	Neurology	1,512	1,175	1.75	2.95	3,57	4,37	5,46	17	17
55671938	PMC RCC OCC-MED CLINIC	Medical Specialists	Onco/Oncology	Onco/Oncology	6,833	4,126	1.67	2.22	4.43	6,63	11,19	11,19	11,19
55671703	PROV PHL STATCAT	Neurology	Neurology	Neurology	3,648	1,511	1.72	2.22	4.43	6,63	11,19	11,19	11,19
55671803	PMC PEW-NEVINS - MAINT	Steinway County Clinic	Administration	Multi-specialty	40,362	20,260	2.17	3.53	4,16	5,19	5,19	5,19	5,19
55671974	PROV PRIMARY CARE-PMP	Pediatric Specialists	Pediatrics	Pediatrics	12,715	5,582	2.26	2.95	3,57	4,37	5,46	20	20
55671944	PMC NEUROLOGY - GENERAL	Pediatric Specialists	Neurology	Neurology	11,593	5,582	2.26	2.95	3,57	4,37	5,46	20	20
55671911	PMC PEW-NEVINS KETTLE FALLS	Pediatric Specialists	Internal Medicine	Internal Medicine	12,922	5,583	2.24	2.99	3,31	4,20	4,92	17	17
55671923	PMC INNOVATION CLINIC	Primary Care - Family Med	Internal Medicine	Internal Medicine	21,911	9,323	2.25	2.99	3,31	4,20	4,92	24	24
33617055	PMC SPORTS MEDICINE	Medical Specialists	Sports Medicine	Sports Medicine	7,001	3,054	2.33	2.34	3,28	4,37	5,82	17	17
55661401	PMC-PMG-PALMER CLINIC	Medical Specialists	Neonatology/Specialty	Neonatology/Specialty	8,217	2,526	2.32	4.43	6,63	11,19	11,19	11,19	
55671921	PMC PEW-NEVINS PMPH	Medical Specialists	Primary Care - Family Med	Primary Care - Family Med	16,017	1,000	2.33	2.95	3,57	4,37	5,46	20	20
55671920	PMC-PH-PHARMACOLOGY	Medical Specialists	Rheumatology	Rheumatology	1,037	3,645	2.37	2.95	3,57	4,37	5,46	17	17
55671924	PMC DENTAL CLINIC	Pediatric Specialists	Multi-specialty	Multi-specialty	6,516	23,261	2.22	2.99	3,31	4,20	4,92	36	36
55671961	PMC DENTAL CLINIC	Pediatric Specialists	Primary Care - Internal Med	Internal Medicine	3,760	3,441	2.87	3.15	4,16	5,19	5,19	5,19	5,19
55671961	PMC DENT MEDICINE	Pediatric Specialists	Primary Care - Internal Med	Internal Medicine	11,335	3,441	2.87	3.24	3,43	4,63	6,63	11,19	11,19
55671912	PMC DENT MEDICINE	Pediatric Specialists	Oral Surgery	Oral Surgery	31,310	10,053	2.00	2.95	3,57	4,37	5,46	17	17
55671921	PMC KENDALL YARDS	Pediatric Specialists	Internal Medicine	Internal Medicine	25,624	12,000	2.26	2.99	3,31	4,20	4,92	17	17
55671908	PROVIDENCE PRIMARY CARE SOUT	Primary Care - Family Med	Internal Medicine	Internal Medicine	31,956	10,415	2.33	2.99	3,31	4,20	4,92	43	43
55671981	PROVIDENCE MEDICAL PMPH	Medical Specialists	Occupational Medicine	Occupational Medicine	11,123	2,788	3.92	2.32	4.43	6,63	11,19	11,19	44
55671970	PMC PEDS NORTH	Pediatric General	Pediatrics	Pediatrics	25,102	6,555	2.52	2.95	3,57	4,37	5,46	17	17
55671952	PMC PEW-NEVINS EKMANE	Medical Specialists	OB/GYN	OB/GYN	13,162	2,562	2.49	2.69	3,65	4,63	5,63	17	17
55671950	PMC ADULT GASTROENTEROLOGY	Medical Specialists	Gastroenterology	Gastroenterology	25,655	1,511	2.41	2.69	3,65	4,63	5,63	17	17
55671944	PROV NEUROLOGY PMPH	Medical Specialists	Neurology	Neurology	8,373	2,445	2.47	2.69	3,65	4,63	5,63	17	17
55671981	PMC VASCULAR INSTITUTE	Cardiology	Cardiology	Cardiology	42,905	3,263	4.54	2.52	4.04	6,53	8,77	8,77	8,77
55671982	PROV PHYSICIANS CLINIC SRMC	Primary Care - Internal Med	Internal Medicine	Internal Medicine	32,817	9,307	3.06	2.33	3,31	4,20	4,92	58	58
55671939	PMC LUNG AND SLEEP DISORDER	Medical Specialists	Sleep Medicine	Sleep Medicine	34,123	4,306	8,54	1.74	7,74	13,36	16,101	16,101	16,101
55671970	PMC PEDIATRIC SURGERY	Pediatric Specialists	Pediatric Surgery	Pediatric Surgery	10,052	6,554	2.35	2.95	3,57	4,37	5,46	17	17
55671910	PROV ORTHOPEDICS-NORTH	Pediatric Specialists	Orthopedics	Orthopedics	11,244	5,228	2.22	2.95	3,57	4,37	5,46	17	17
55671943	PMC NEUROLOGY-CHILD	Pediatric Specialists	Neurology	Neurology	16,636	3,731	5.01	2.44	3.24	5,19	7,74	7,74	7,74
55671960	PMC ENDOCRINOLOGY	Medical Specialists	Endocrinology	Endocrinology	14,386	2,209	6.51	2.32	4.43	6,63	11,19	11,19	11,19
55671902	PROV LIVER AND PANCREAS SURG	Surgical Specialists	Gastroenterology	Gastroenterology	56,684	3,661	6.35	2.25	4,04	6,53	8,77	17	17
55671942	PROV NEUROLOGY	Medical Specialists	Neurology	Neurology	11,251	2,330	4.52	2.37	3,57	4,37	5,46	17	17
55671939	PMC NEUROLOGY-HEINZ CARE	Medical Specialists	Neurology	Neurology	34,703	7,744	5.23	2.37	3,57	4,37	5,46	17	17
55671974	IMAN NEUROLOGY & SPIN	Neurology	Neurology	Neurology	56,402	15,612	7.08	2.25	4.04	6,53	8,77	8,77	8,77
55671974	PMC ORTHOPEDICS	Pediatric Specialists	Orthopedic Surgery	Orthopedic Surgery	60,184	12,075	6.64	2.36	4.58	5.63	8,07	8,07	8,07
55671971	PMC FEDS SURGERY	Pediatric Specialists	Pediatric Surgery	Pediatric Surgery	10,622	2,752	4.25	2.25	4.04	6,53	8,77	8,77	8,77
55671905	PMC FAMILY-MED-INDIAN TRAIL	Pediatric General	Family Medicine	Family Medicine	18,243	4,355	4.36	1.83	2,59	3,55	4,63	82	82
55671970	PROV PEDIATRIC SURG-PMPH	Surgical Specialists	Orthopedic Surg	Orthopedic Surg	10,017	7,068	4.25	2.32	3,28	4,37	5,46	17	17
55671943	PMC PEDIATRIC SURG	Pediatric Specialists	Orthopedic Surg	Orthopedic Surg	11,652	2,823	5.25	2.32	3,28	4,37	5,46	17	17
55671938	PMC GYN-ONCOLOGY	Surgical Specialists	OB/GYN	OB/GYN	23,523	3,632	9.35	2.25	4.04	6,53	8,77	8,77	8,77
55671922	PROV GI-MPH	Surgical Specialists	Gastroenterology	Gastroenterology	24,619	1,342	12,78	4.60	5.44	8,63	12,69	12,69	12,69
55671900	PMC FAMILY-MED-NORTH	Primary Care - Family Med	Internal Medicine	Internal Medicine	40,003	4,542	1,59	1.83	2,59	3,55	4,63	93	93
55671944	PROV NEUROLOGY CARE NORTHPOINT	Medical Specialists	Neurology	Neurology	30,910	6,540	5.65	2.36	4,04	4,93	5,92	17	17
55671944	PMC PSYCHOLOGY	Medical Specialists	Psychiatry	Psychiatry	24,447	5,809	5.34	2.32	3,28	4,37	5,46	17	17
55671974	PMC CTR-CENTRAL HEART DISE	Pediatric Specialists	Cardiac Surgery	Cardiac Surgery	33,900	9,724	3.25	4.04	6,53	8,77	8,77	8,77	8,77
55671974	PMC MATERNAL FETAL MEDICINE	Surgical Specialists	OB/GYN	OB/GYN	27,942	3,856	22,5	2.25	4.04	6,53	8,77	8,77	8,77
55671972	PMC ADOLESCENT MEDICINE	Pediatric Specialists	Pediatrics	Pediatrics	5,766	2,92	12,50	2.95	3,57	4,37	5,46	98	98
55671908	PMC PEW-NEVINS CHEEVALIEH	Steinway County Clinic	Internal Medicine	Internal Medicine	9,163	90	14,54	2.33	3,31	4,20	4,92	59	59
55671920	PROV INFECTION DISEASE	Medical Specialists	Infectious Disease	Infectious Disease	21,914	1,452	11,95	2.34	3,28	4,37	5,46	92	92

INFRASTRUCTURE – Support (Population Health)

Key Input agreements

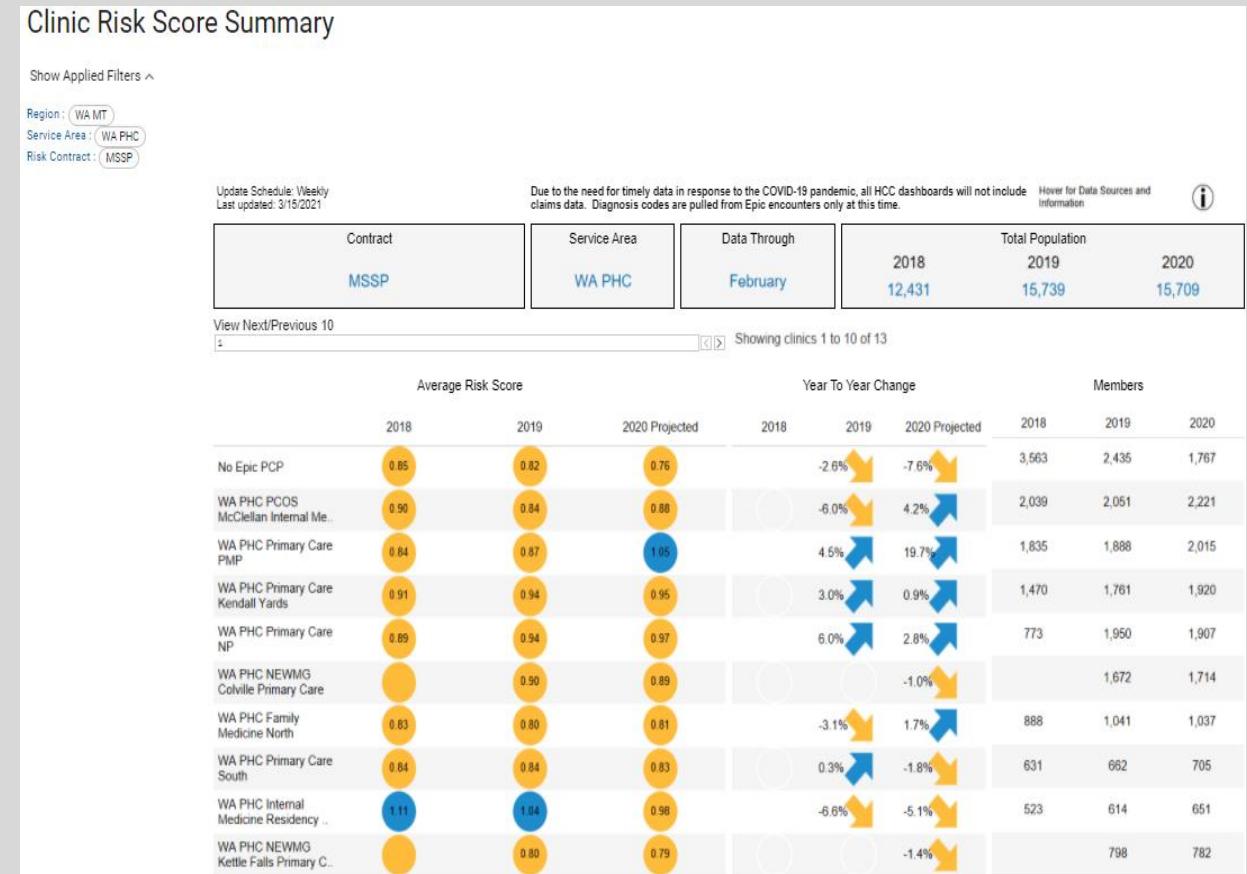
- Panel definition / Roster management
- HCC definitions
- Contract parameters (Risk varieties)

Key Metrics

- Clinician panel
- RAF scores & Recapture Rates
- Contract performance metrics (Quality)

Gap Map Visual Controls

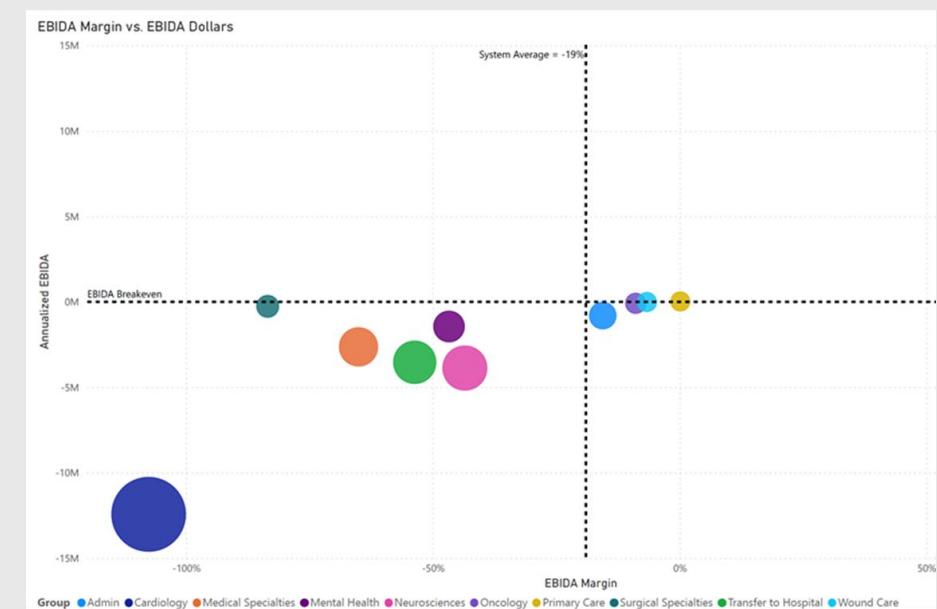
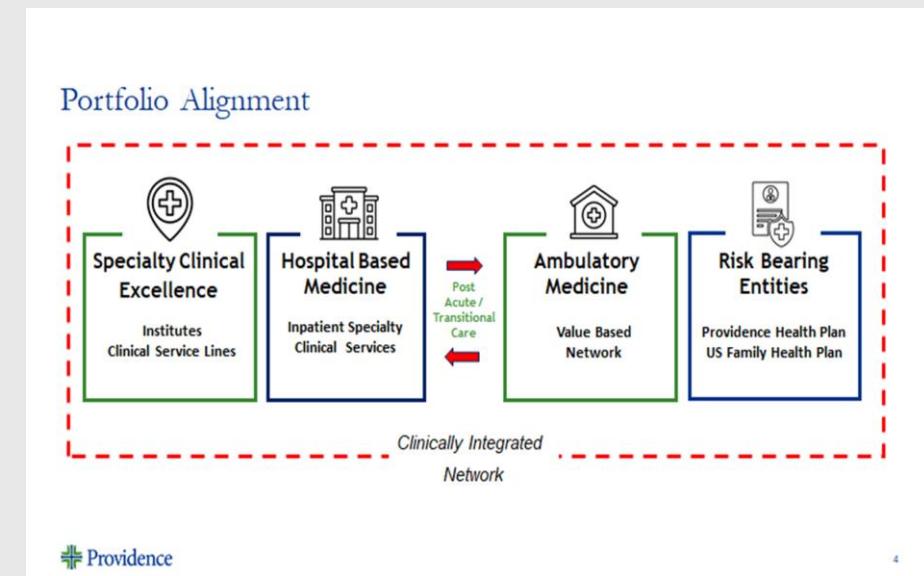
- RAF & Recapture trend
- Quality metrics



Strategic Outcomes

Portfolio Review – Investment and Connected Network Value

- Physician Enterprise direct outcomes of investment per clinician by specialty
 - Gap maps by quadrant influence the investment outcome
 - FIP (financial improvement plans) course correct the Gaps
- Connected Network Value is value (contribution margin) driven by clinician investments in partner facilities and service partners
 - Ultimate value is at the primary care medical home (panel)
 - Contractual relationships determine value creation across continuum



Tactical Processes

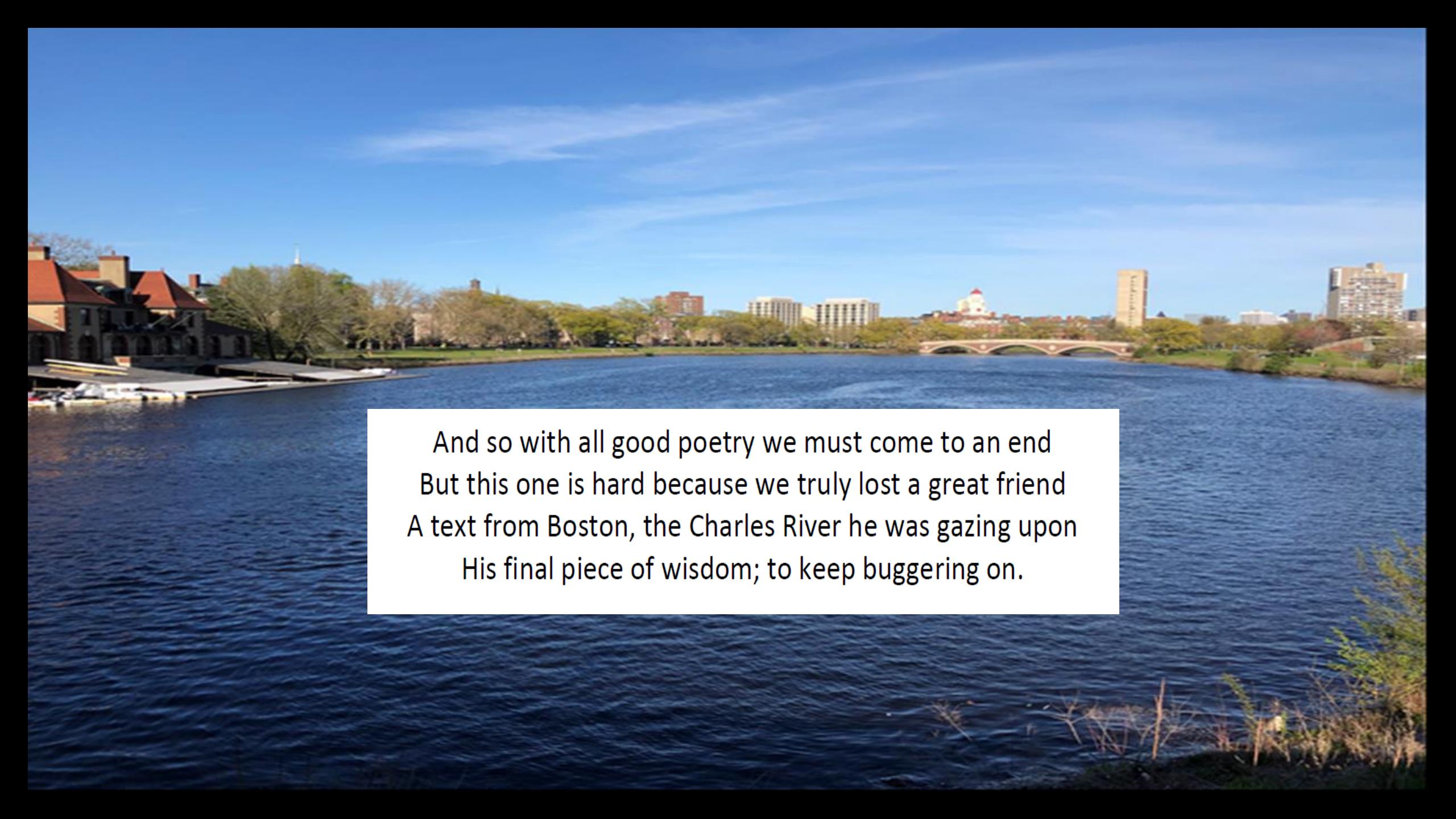
- Controller functions – position control, stewardship
- Financial budget & forecasting function
- Proforma viability assessment and management
- Valuations, Merger & Acquisitions, Recruitment/Growth
- Productivity measurement
- Enterprise Value Proposition
- Referral network integrity function
- Revenue integrity & Revenue cycle performance
- Payor contract management; Alternative payment models
- Interest based negotiations
- Value based contracts and population health (HCC, Quality, TCOC, etc)
- Financial story telling & influencing
- Clinician compensation system development and management

SCIENCE OF
ACHIEVEMENT

Kirk Rowbotham

- Picture of the Charles River by Harvard
- One of his “daily 3”
- Giving words of encouragement
- KBO – Keep Buggering On
- Art of Fulfillment





And so with all good poetry we must come to an end
But this one is hard because we truly lost a great friend
A text from Boston, the Charles River he was gazing upon
His final piece of wisdom; to keep buggering on.

Bridge the Divide by Minding the Gaps

- Between our Mindset and our Heartset
- Between the Volume in our Head and the Value in our Heart
- Between our Job and our Calling
- Between our Curiosities and our Purpose
- Between our Ego and Letting Go
- Between Activity & True Leadership
- Between Personality and Teamwork
- Between Expectations & Appreciation
- Between Achievement & Fulfillment

- Find your Bliss, Cultivate your Gratitude, Design your fulfilling Life and Keep Making a Difference. God Bless.