



BRIDGING THE DIVIDE

BY MINDING THE GAP

A Leadership Journey

Bridge the Divide

Mask Fashion



Freedom

Pre-Pandemic



New Normal

Early Career



Current Career

Physicians



Hospital

Volume



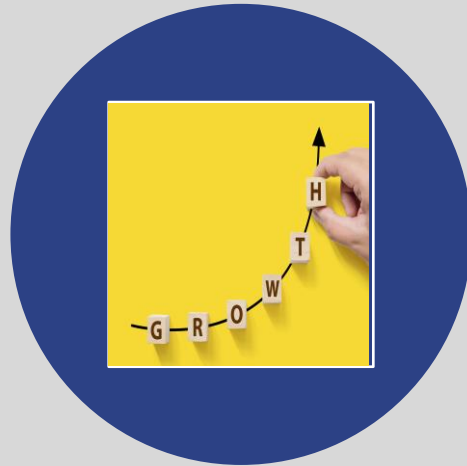
Value

Mindset

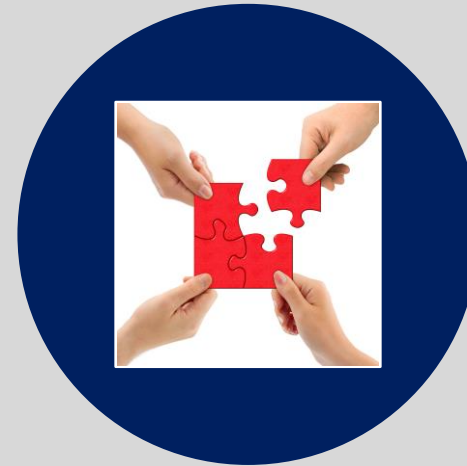


Heartset

Two Needs of the Spirit



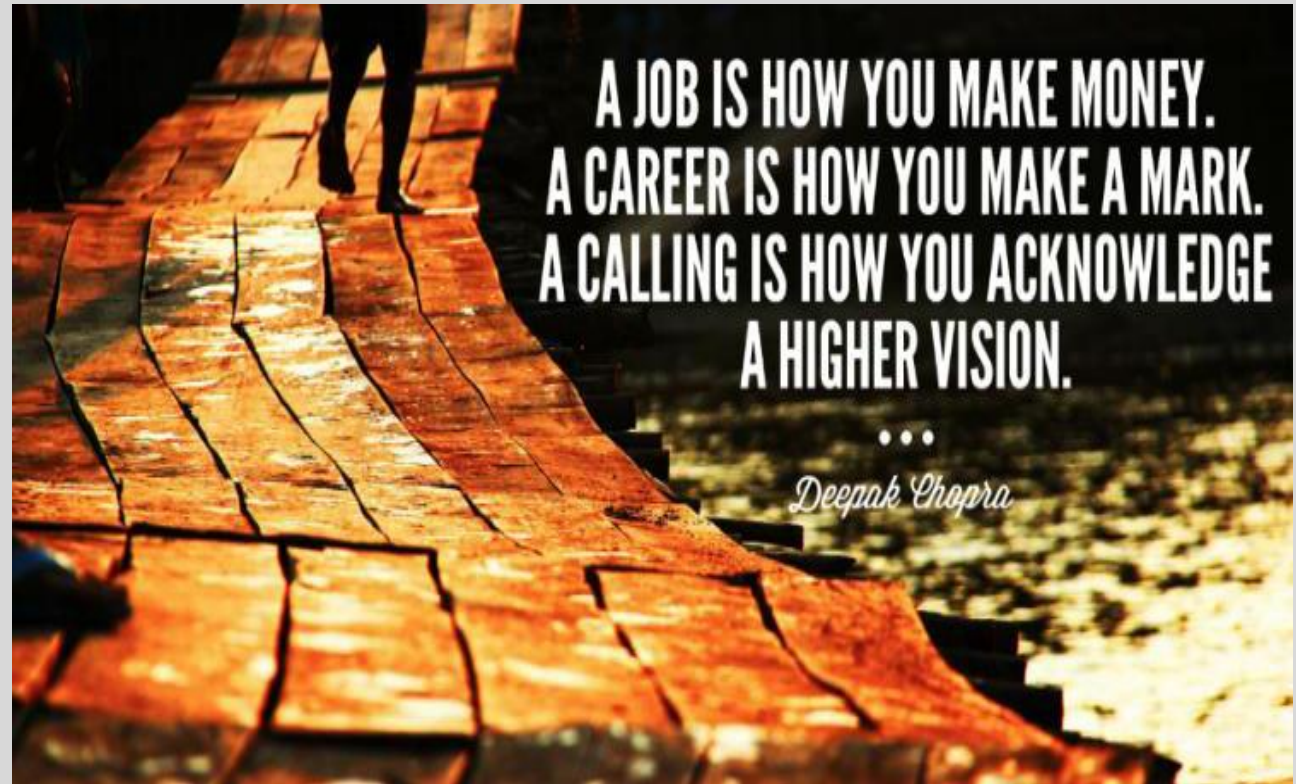
GROWTH



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

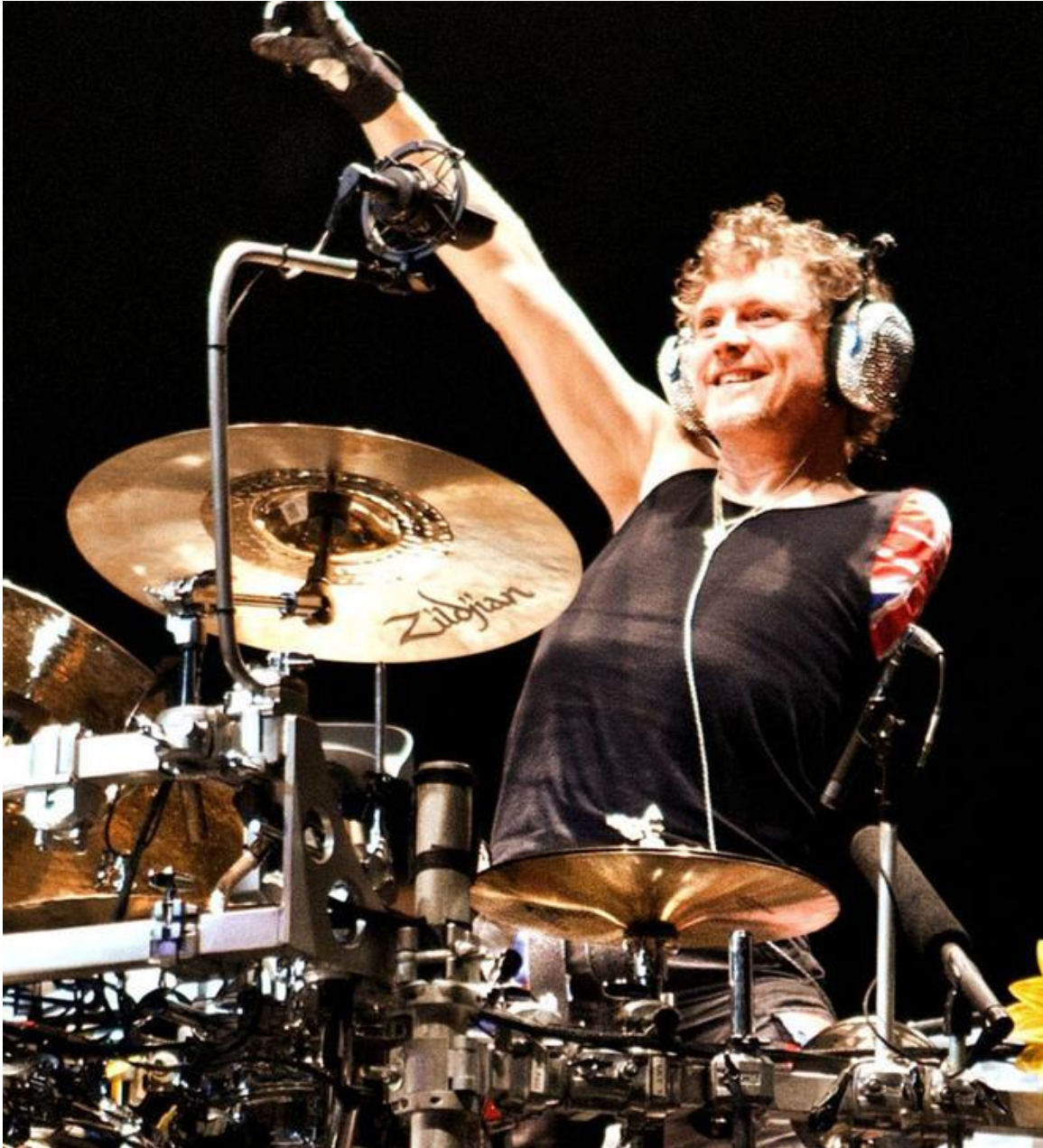
Biohacking

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

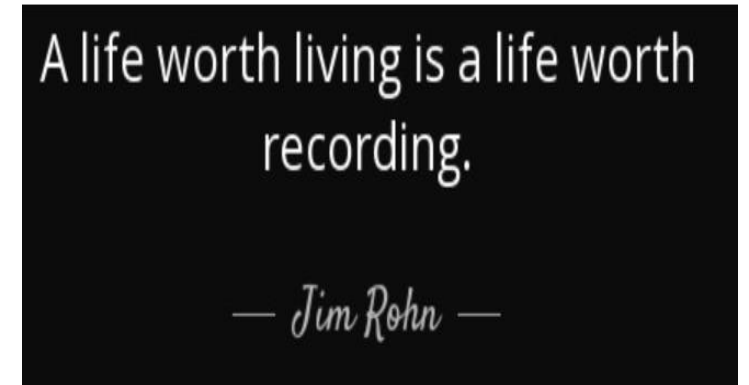
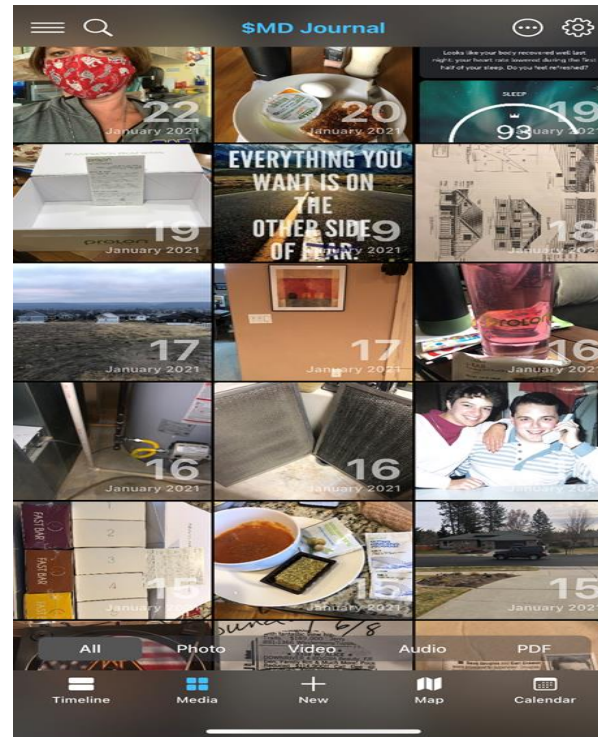
- Curiosities for drumming, cadence, a sense of order, the rhythm of business led to my passion as a healthcare CFO
- Life's purpose to bring order to the chaos, to set the cadence for growth, contribution, efficiency, improvement, legacy
- Coupled with the Mission of expressing God's love by being steadfast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

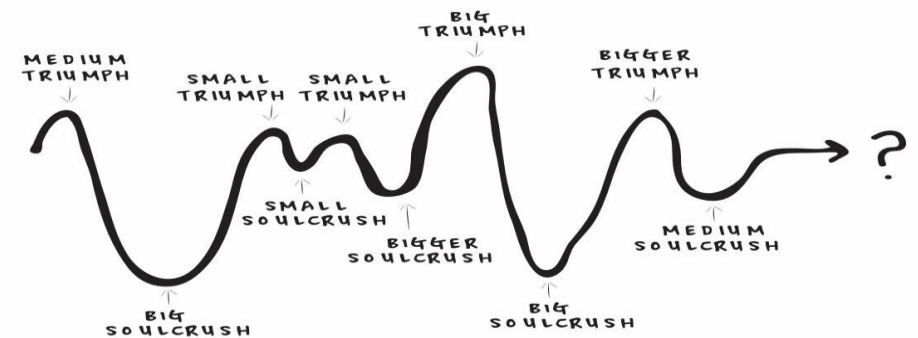
LAO TZU

EST.2014 | VALOURINE

Letting Go

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

LIFE



Personality Leadership

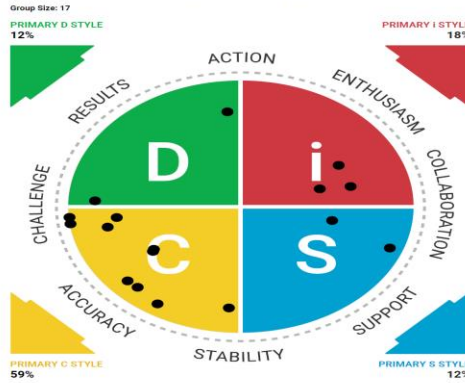
Personalysis & DiSC

Wheel of Life / Professional Wheel

Six pillars of burnout

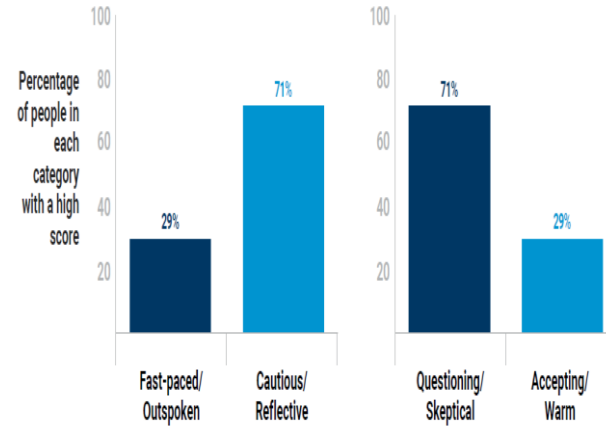
Group Map

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.



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EVERYTHING DISC®



DiSC & Personalanalysis

Common language, frameworks

Dominance, Influence, Steadiness, Conscientiousness

Engagement, Communication Style, Decision Making

Mind the gaps of our personality, awareness, conflicts

Sean Douglas

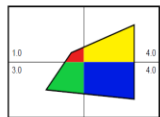
PERSONALYSIS SNAP Report

Date Completed: 12/4/2007

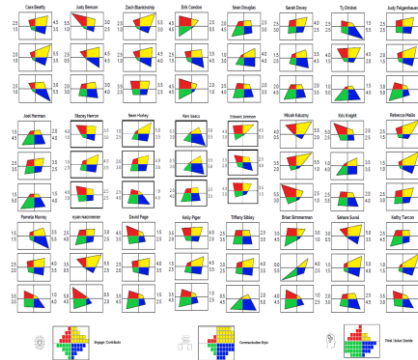
Engage | Contribute



Communication Style

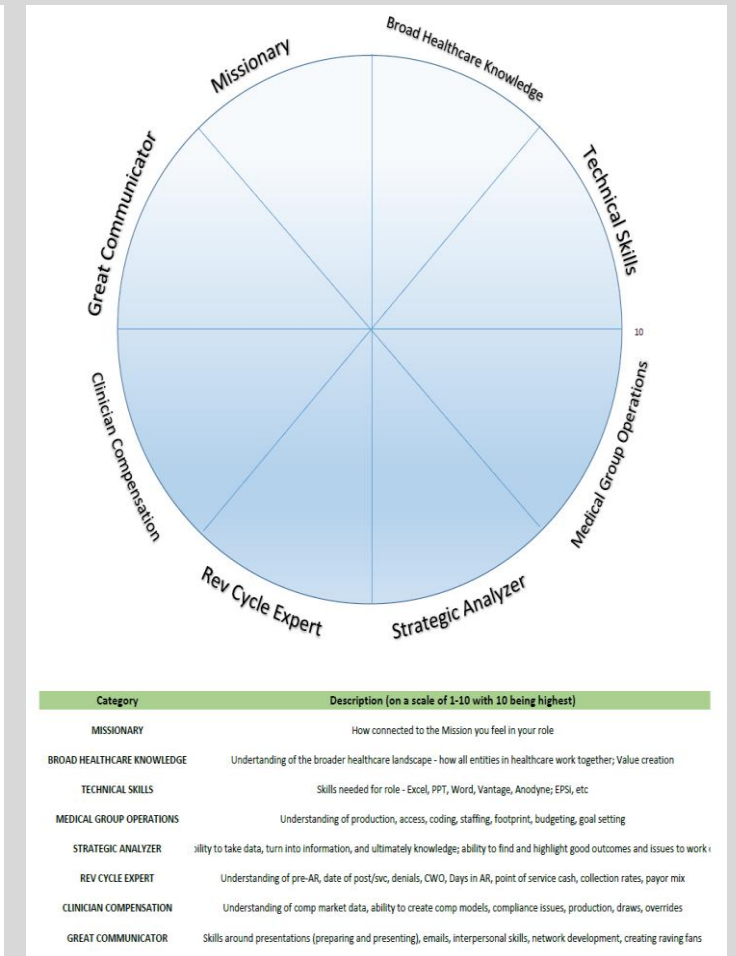
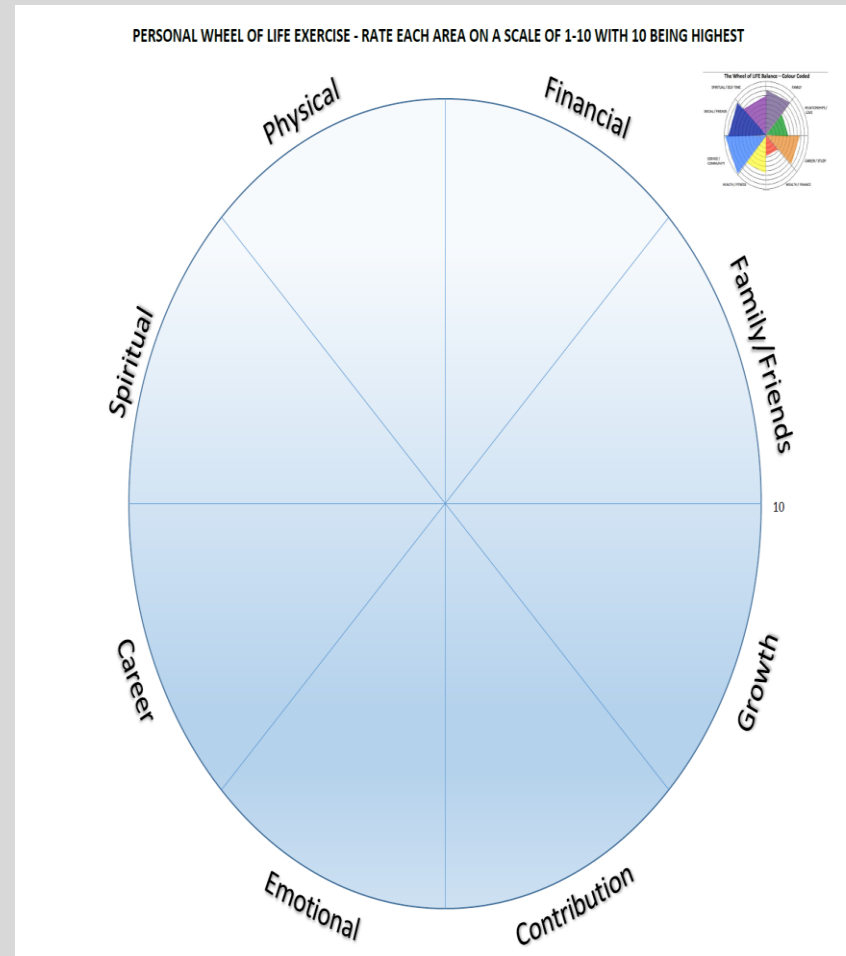


Think | Solve | Decide



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)

		<div>  <div>Jan 2021 YTD</div> </div>									
		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%ile	41	43	33	46	39	Monthly	1/31/2021
				Raw score	92.4%	87.9%	86.3%	89.2%	87.3%	Monthly	1/31/2021
		Patient Experience	"Likelihood to Recommend Provider" Press Ganey Survey (Top Box)	≥ 50th%ile	35	37	29	45	34	Monthly	1/31/2021
				Raw score	87.5%	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%	45th%	55th%	46th%ile	45th%		Annual Measurement	1/31/2021
				> 50th	42nd%	55th%	21st%	45th%	40th%	Annual Measurement	12/31/2019
		Clinician Engagement	"Physician Alignment" Category from Performance Cultural Assessment – Press Ganey	> 3.72	3.62	3.73	3.44	3.68	3.62	Annual Measurement	12/31/2019
				Target = 5/8	4.0	6.0	0.0	6.0	3.0	12 month rolling	1/31/2021
	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
Production	Lower Cost of Care	Revenue	Net Patient Revenue / wRVU	Inc 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
	Access	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
		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)	≥ 50th%ile	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	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%							
	Ecology	Compensation to wRVU	Clinician Compensation per wRVU	< 60th %ile							
Infrastructure	Growth	Providers	Total Provider Headcount	Raw #	937	102	345	258	1,642	Monthly	1/31/2021
			FTE variance year over year (Green - growth, Red - recedence)	> 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%ile						Monthly	
	Footprint	Footprint Utilization Rate	wRVU / total clinic sq.ft.	≥ 3.06	2.91	3.46	5.01	2.71	3.61	3 month rolling	1/31/2021

Key Input agreements

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

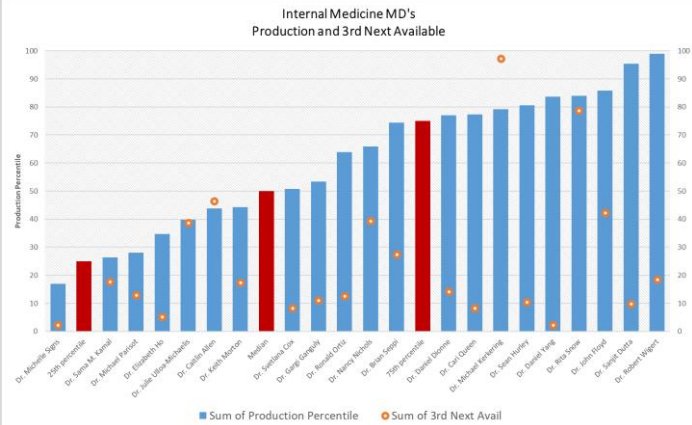
Key Metrics

- 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

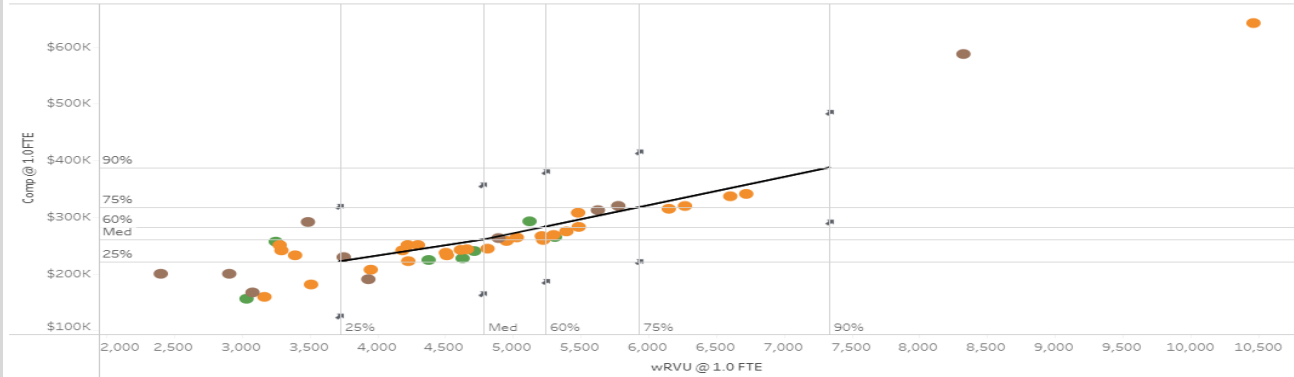
Metrics	Q1 2020	Q2 2020	Q3 2020	Q4 2020	QTD 2021	Target	Status
Pre-AR Days	2.96	4.34	2.78	2.74	5.60	3.25	●
AR Days	30.81	41.82	34.91	33.47	37.76	33.50	●
Controllable Write Off	2.32%	1.79%	1.31%	1.36%	1.26%	1.05%	●
Actionable Denial Rate	5.10%	5.57%	5.71%	6.26%	6.65%	5.00%	●
AR Aging > 120 Days	22.34%	22.60%	22.62%	25.72%	24.17%	24.00%	●
Net Collection Ratio	97.67%	97.39%	97.04%	96.86%	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

2020 Market Analysis: Family Med wo OB (Normalized Data - clincial compensation)



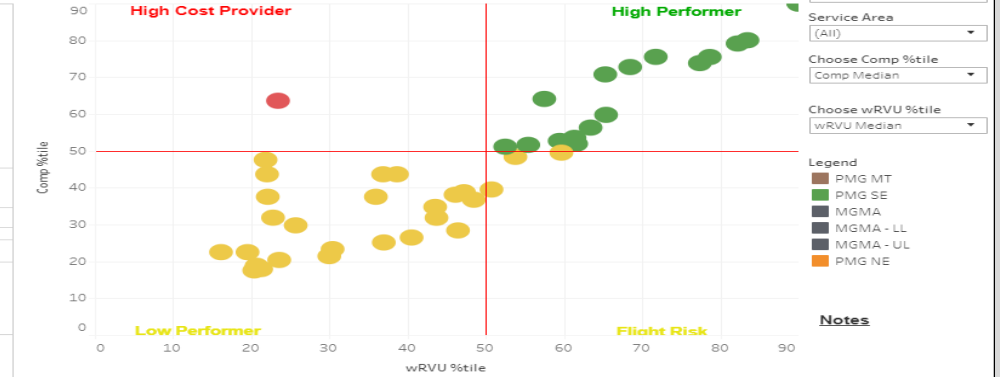
Market Data - 2018-2020 Survey Average

Specialty	25% Comp	50% Comp	60% Comp	75% Comp	90% Comp	25% wRVU	50% wRVU	60% wRVU	75% wRVU	90% wRVU
Family Med wo OB	222,092	260,393	283,161	317,313	387,478	3,724	4,780	5,239	5,928	7,335

Provider Data - 2020

Provider	Service Area	Clinical FTE	Actual Clinical Comp	Actual wRVU	Comp %tile	wRVU %tile
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Quadrant Analysis



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

Aligned with Mission

Market Competitive

Rewards Performance

Simple & Transparent

Sustainable

Compliant

Promotes Partnership

Comprehensive

DESTRUCTIVE PRINCIPLES

Aligned with Ego

Market Ignorant

Promotes Complacency

Complex & Shrouded in Mystery

Unendurable

Excessively Risky

Promotes Free Agency

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

Staff Benchmarking

Per 10k wRVU's Analysis

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

FTE Data based on 12/31/2020 payroll data

2018 MGMA Benchmarks

Division	Dept Name	RVU per 10k Ratio	Actual		Median Front Office Support benchmark	Median Clinical Support Staff benchmark	Staffing per		Delta
			Front Office Support	Clinical Support Staff			Front Office Support	per Clinical Support	
Cardiology		4.67	7.00	7.00	-	1.09	-	5.09	1.91
GME		2.96	5.00	13.00	1.78	3.24	5.27	9.60	3.40
Medical Specialties		41.86	25.10	49.30	2.55	29.93	4.32	38.84	3.16
Neuro Institute		15.41	21.90	26.90	6.77	12.86	6.57	21.12	0.78
Other		2.73	18.00	44.90	2.60	5.39	0.46	3.03	(1.03)
Pediatrics - General	GRAND PEDIATRICS	1.55	3.00	4.00	1.42	2.88	2.20	4.46	(0.46)
	MEDICAL PARK PEDIATRICS	-	2.00	4.00	1.42	2.88	-	-	4.00
	PEDIATRIC ASSOCIATES	1.99	4.00	5.35	1.42	2.88	2.83	5.73	(0.38)
	PEDS NORTH	3.31	5.35	8.20	1.42	2.88	4.70	9.53	(1.33)
	VALLEY YOUNG PEOPLE	3.95	8.00	10.15	1.42	2.88	5.61	11.38	2.39
Pediatrics - General Total		10.80	22.35	31.70	7.10	14.40	15.34	31.11	0.53
Pediatrics - Specialty		16.67	33.00	35.20	11.97	23.11	12.69	27.47	0.83
Primary Care		29.89	59.40	91.85	23.42	39.95	53.69	93.04	1.71
Stevens County		10.23	28.60	42.10	5.55	8.99	7.66	12.49	8.11
Surgical Specialties		36.64	63.80	59.90	11.62	17.78	40.07	56.94	19.38
Grand Total		171.86	284.15	401.85	73.36	156.74	146.07	298.72	41.83

Gap Map Visual Controls

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

Footprint Utilization

Department	Hypertension Department	Division	RFM Specialty	MGMA Specialty	RVU	Equipe	FTE	RVU/	2018	2019	2020	2021	2022
3517131	PHC PMS GENETICS CLINIC	Pediatric Specialist	Genetics	Genetics	1,696	3,141	0.44	2.32	4.43	6.19	11.1	11.1	11.1
3517131	PHC PMS PULMONOLOGY	Pediatric Specialist	Pulmonary	Pulmonary	8,132	4,446	1.83	5.14	7.74	9.38	16.31	16.31	16.31
3517180	PHC PMS - NEVING GARDEN HOME	Stevens County Clinic	Gastroenterology	Surgical Single Specialist	7,701	10,078	0.76	2.25	4.04	6.53	8.17	8.17	8.17
3517051	PHC GYN CLINIC	Surgical Specialist	Gynecology	Surgical Single Specialist	4,446	5,277	0.79	2.25	4.04	6.53	8.17	8.17	8.17
3517621	PHC PEDI GASTROENTEROLOGY	Pediatric Specialist	Gastroenterology	Gastroenterology	9,544	3,722	2.56	4.60	5.44	8.63	12.06	12.06	12.06
3517077	PROV MEDICAL PARK PEDIATRICS	Pediatric General	Pediatrics	Pediatrics	10,576	5,566	1.90	2.35	3.57	4.37	5.46	5.46	5.46
3517832	PROV PEDIATRIC NEPHROLOGY	Pediatric Specialist	Pediatric Nephrology	Pediatrics	3,753	1,861	2.02	2.35	3.57	4.37	5.46	5.46	5.46
3517855	PHC ONCOLOGY - PEDI	Pediatric Specialist	Pediatric Hematology/Oncology	Pediatrics	13,391	6,874	2.02	2.35	3.57	4.37	5.46	5.46	5.46
3517432	PHC PRE ADMIT CLINIC	Primary Care - Internal Med	Internal Medicine	Internal Medicine	4,720	2,848	1.66	2.39	3.31	4.20	4.32	4.32	4.32
3517073	PROV VALLEY YOUNG PEOPLE	Pediatrics	Pediatrics	Pediatrics	27,304	13,264	2.06	2.35	3.57	4.37	5.46	5.46	5.46
3517843	PHC NEUROLOGY - MS CENTER	Neurology Division	MS	Neurology	3,552	2,026	1.75	2.48	3.24	5.91	7.32	7.32	7.32
3517896	PHC PMS OCC MED YOUTH	Medical Specialist	Occupational Medicine	Neurology Single Specialist	6,893	4,326	1.67	2.32	4.43	6.69	11.1	11.1	11.1
3517703	PROV PHYSIATRY	Neurology Division	Physiatry	Neurology Single Specialist	3,468	5,517	1.72	2.32	4.43	6.69	11.1	11.1	11.1
3517809	PHC PMS - NEVING - MAIN	Stevens County Clinic	Administration	Multi-specialty	40,982	19,373	2.04	2.57	3.13	4.40	5.14	5.14	5.14
3517074	PROV PEDIATRIC ASSOCIATES	Pediatric General	Pediatrics	Pediatrics	12,713	5,592	2.36	2.35	3.57	4.37	5.46	5.46	5.46
3517841	PHC NEUROLOGY - GENERAL	Neurology	Neurology	Neurology	5,763	2,835	2.03	2.48	3.24	5.91	7.32	7.32	7.32
3517811	PHC PMS - NEVING KETTLE FALLS	Stevens County Clinic	Internal Medicine	Internal Medicine	12,122	5,933	2.24	2.39	3.31	4.20	4.32	4.32	4.32
3517823	PHC INNOVATIVE CLINIC	Primary Care - Family Med	Internal Medicine	Internal Medicine	21,391	9,323	2.25	2.39	3.31	4.20	4.32	4.32	4.32
3517855	PHC SPORTS MEDICINE	Surgical Specialist	Sports Medicine	Primary Care Single Specialist	7,591	3,054	2.33	2.34	3.28	4.37	5.32	5.32	5.32
3517401	PHC PMS - PALLIATIVE CARE	Medical Specialist	Palliative Care	Neurology Single Specialist	8,217	3,136	2.62	2.32	4.43	6.69	11.1	11.1	11.1
3517842	PHC NEUROLOGY - EPILEPSY	Neurology Division	Epilepsy	Neurology	15,873	6,088	2.61	2.48	3.24	5.91	7.32	7.32	7.32
3517890	PHC PMS RHEUMATOLOGY	Medical Specialist	Rheumatology	Neurology Single Specialist	11,091	3,865	2.87	2.32	4.43	6.69	11.1	11.1	11.1
3517825	PROV PRIMARY CARE PMS	Primary Care - Internal Med	Internal Medicine	Internal Medicine	15,618	23,287	2.62	2.39	3.31	4.20	4.32	4.32	4.32
3517821	PHC DENTAL RESIDENCY	Medical Specialist	DENT	Multi-specialty	3,780	3,441	2.84	2.57	3.13	4.10	5.14	5.14	5.14
3517761	PHC PEDI ENDOCRINOLOGY	Pediatric Specialist	Pediatric Endocrinology	Neurology Single Specialist	11,335	3,262	3.47	2.32	4.43	6.69	11.1	11.1	11.1
3517842	INTERNAL MED RESIDENCY - SPO	General	General	Internal Medicine	10,343	10,321	2.90	2.39	3.31	4.20	4.32	4.32	4.32
3517821	PHC KENDALL YARDS	Primary Care - Internal Med	Internal Medicine	Internal Medicine	35,824	12,100	2.96	2.39	3.31	4.20	4.32	4.32	4.32
3517806	PROVIDENCE PRIMARY CARE LOUT	Primary Care - Family Med	Internal Medicine	Internal Medicine	10,413	3,06	3.29	3.31	4.20	4.32	4.32	4.32	4.32
3517817	OCCUPATIONAL MEDICINE PMS	Medical Specialist	Occupational Medicine	Neurology Single Specialist	11,323	2,788	3.39	2.32	4.43	6.69	11.1	11.1	11.1
3517071	PHC PEDI NORTH	Pediatric General	Pediatrics	Pediatrics	23,102	6,555	3.52	2.35	3.57	4.37	5.46	5.46	5.46
3517022	FAMILY MEDICINE SPOKANE	General	General	Family Medicine	34,854	13,362	2.65	1.63	2.69	3.58	4.69	4.69	4.69
3517820	PHC ADULT GASTROENTEROLOGY	Surgical Specialist	Gastroenterology	Gastroenterology	28,645	5,232	5.41	4.60	5.44	8.63	12.06	12.06	12.06
3517844	PROV NEUROLOGY PMS	Neurology Division	Neurology	Neurology	6,173	2,475	3.47	2.48	3.24	5.91	7.32	7.32	7.32
3517851	PHC VASCULAR INSTITUTE	Cardiology Division	Vascular Medicine	Surgical Single Specialist	42,395	9,287	4.54	2.25	4.04	6.53	8.17	8.17	8.17
3517822	PROV PHYSICIANS CLINIC SHMC	Primary Care - Internal Med	Internal Medicine	Internal Medicine	32,817	9,707	3.60	2.39	3.31	4.20	4.32	4.32	4.32
3517730	PHC LUNG AND SLEEP DISORDER	Medical Specialist	Sleep Medicine	Pulmonary Medicine	38,123	4,366	8.69	5.14	7.74	9.38	16.31	16.31	16.31
3517876	PROV GRAND PEDIATRICS	Pediatric General	Pediatrics	Pediatrics	19,082	4,796	3.98	2.35	3.57	4.37	5.46	5.46	5.46
3517872	PROV ORTHOPEDICS NORTH	Surgical Specialist	Orthopedic Surgery	Orthopedic Surgery	51,264	3,703	5.28	2.66	4.35	5.66	8.07	8.07	8.07
3517843	PHC NEUROLOGY - CHILD	Pediatric Specialist	Neuroscience/Pediatrics	Neurology	16,836	3,731	5.01	2.48	3.24	5.91	7.32	7.32	7.32
3517761	PHC ENDOCRINOLOGY	Medical Specialist	Endocrinology	Neurology Single Specialist	14,398	2,209	6.51	2.32	4.43	6.69	11.1	11.1	11.1
3517072	PROV LIVER AND PANCREAS SURG	Surgical Specialist	Hepatology	Gastroenterology	16,594	6,861	6.35	2.25	4.04	6.53	8.17	8.17	8.17
3517820	PHC PEDI UROLOGY	Pediatric Specialist	Pediatric Urology	Pediatrics	11,121	2,532	4.39	2.35	3.57	4.37	5.46	5.46	5.46
3517830	PHC NEPHROLOGY - HOME CARE	Neurology	Nephrology	Neurology Single Specialist	36,123	4,969	7.39	2.32	4.43	6.69	11.1	11.1	11.1
3517844	PHC NEUROLOGY - HEMATOLOGY AND SPIN	Neurology Division	Neurology	Surgical Single Specialist	36,403	13,412	7.08	2.25	4.04	6.53	8.17	8.17	8.17
3517851	PHC ORTHOPEDICS	Surgical Specialist	Orthopedic Surgery	Orthopedic Surgery	69,184	12,075	6.64	2.66	4.35	5.66	8.07	8.07	8.07
3517871	PHC PEDI SURGERY	Pediatric Specialist	Pediatric Surgery	Surgical Single Specialist	16,522	2,532	7.35	2.25	4.04	6.53	8.17	8.17	8.17
3517805	PHC NEPHROLOGY - HOME CARE	Pediatric General	Family Medicine	Family Medicine	16,243	4,589	4.16	1.63	2.69	3.58	4.69	4.69	4.69
3517874	PROV ORTHOPEDICS PMS	Pediatric Specialist	Orthopedic Surgery	Orthopedic Surgery	13,581	7,283	7.08	2.66	4.35	5.66	8.07	8.07	8.07
3517825	PHC GYN ONCOLOGY	Surgical Specialist	Gynecology	Surgical Single Specialist	23,529	3,622	8.15	2.25	4.04	6.53	8.17	8.17	8.17
3517822	PROV GP PMS	Surgical Specialist	Gastroenterology	Gastroenterology	24,819	1,942	12.78	4.60	5.44	8.63	12.06	12.06	12.06
3517800	PHC FAMILY MED-NORTH	Primary Care - Family Med	Family Medicine	Family Medicine	40,093	6,324	4.92	1.63	2.69	3.58	4.69	4.69	4.69
3517801	PROV PRIMARY CARE NORTHPOINT	Primary Care - Family Med	Internal Medicine	Internal Medicine	35,189	6,326	5.08	2.39	3.31	4.20	4.32	4.32	4.32
3517840	PHC PSYCHOLOGY	Medical Specialist	Psychiatry	Primary Care Single Specialist	24,467	3,809	6.34	2.34	3.28	4.37	5.32	5.32	5.32
3517860	PHC CTR CONSUMPTIVE HEART DIS	Pediatric Specialist	Pediatric Cardiology	Surgical Single Specialist	20,300	4,205	7.34	2.25	4.04	6.53	8.17	8.17	8.17
3517856	PHC MATERNAL FETAL MEDICINE	Surgical Specialist	OB/GYN	Surgical Single Specialist	27,342	326	85.71	2.25	4.04	6.53	8.17	8.17	8.17
3517072	PHC ADOLESCENT MEDICINE	Pediatric Specialist	Pediatrics	Pediatrics	3,786	232	2.35	3.57	4.37	5.46	5.46	5.46	5.46
3517800	PHC PMS NEVING CHEVELLAH	Stevens County Clinic	Internal Medicine	Internal Medicine	3,963	80	114.54	2.39	3.31	4.20	4.32	4.32	4.32
3517820	PROV INFECTIOUS DISEASE	Medical Specialist	Infectious Diseases	Primary Care Single Specialist	21,394	1,462	14.59	2.34	3.28	4.37	5.32	5.32	5.32

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

Clinic Risk Score Summary

Show Applied Filters

Region: WA MT

Service Area: WA PHC

Risk Contract: MSSP

Update Schedule: Weekly
Last updated: 3/15/2021

Due to the need for timely data in response to the COVID-19 pandemic, all HCC dashboards will not include claims data. Diagnosis codes are pulled from Epic encounters only at this time.

Hover for Data Sources and Information



Contract	Service Area	Data Through	Total Population		
MSSP	WA PHC	February	2018 12,431	2019 15,739	2020 15,709

View Next/Previous 10

Showing clinics 1 to 10 of 13

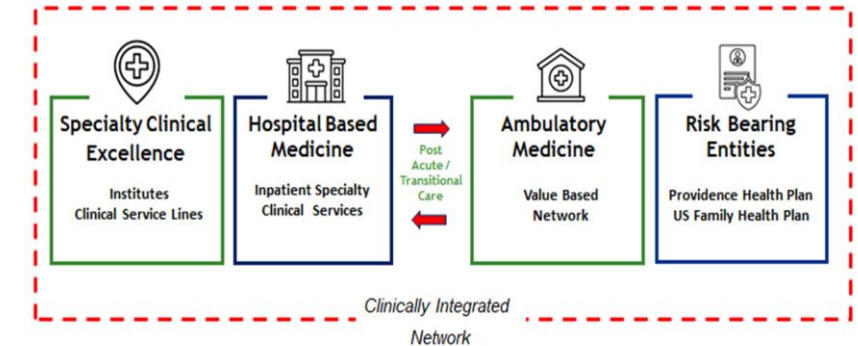
	Average Risk Score			Year To Year Change			Members		
	2018	2019	2020 Projected	2018	2019	2020 Projected	2018	2019	2020
No Epic PCP	0.85	0.82	0.76	-2.6%		-7.6%	3,563	2,435	1,767
WA PHC PCOS McClellan Internal Me...	0.90	0.84	0.88	-6.0%		4.2%	2,039	2,051	2,221
WA PHC Primary Care PMP	0.84	0.87	1.05	4.5%		19.7%	1,835	1,888	2,015
WA PHC Primary Care Kendall Yards	0.91	0.94	0.95	3.0%		0.9%	1,470	1,761	1,920
WA PHC Primary Care NP	0.89	0.94	0.97	6.0%		2.8%	773	1,950	1,907
WA PHC NEWMG Colville Primary Care		0.90	0.89			-1.0%		1,672	1,714
WA PHC Family Medicine North	0.83	0.80	0.81	-3.1%		1.7%	888	1,041	1,037
WA PHC Primary Care South	0.84	0.84	0.83	0.3%		-1.8%	631	662	705
WA PHC Internal Medicine Residency ..	1.11	1.04	0.98	-6.6%		-5.1%	523	614	651
WA PHC NEWMG Kettle Falls Primary C...		0.80	0.79			-1.4%		798	782

Strategic Outcomes

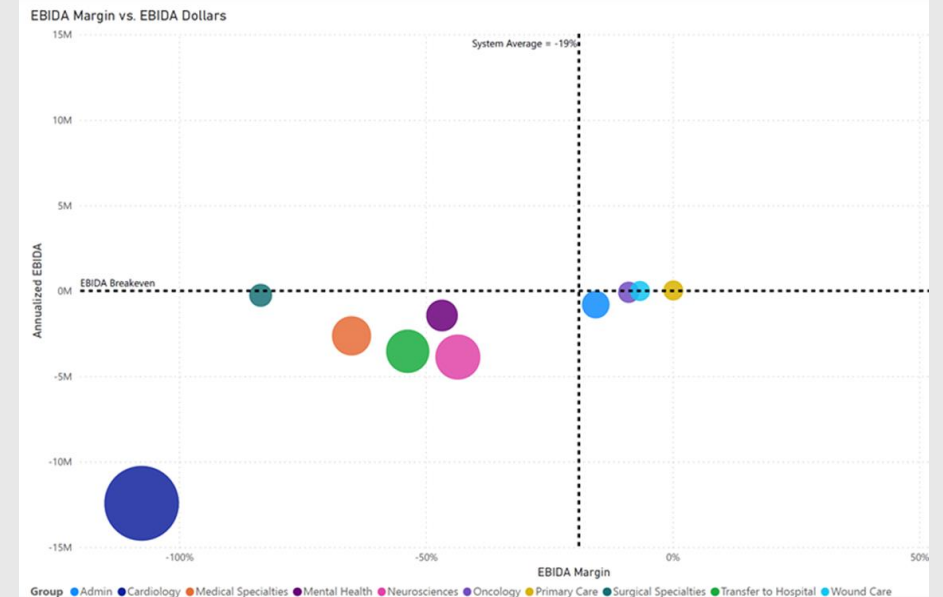
Portfolio Review – Investment and Connected Network Value

- 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

Portfolio Alignment



4



Tactical Processes

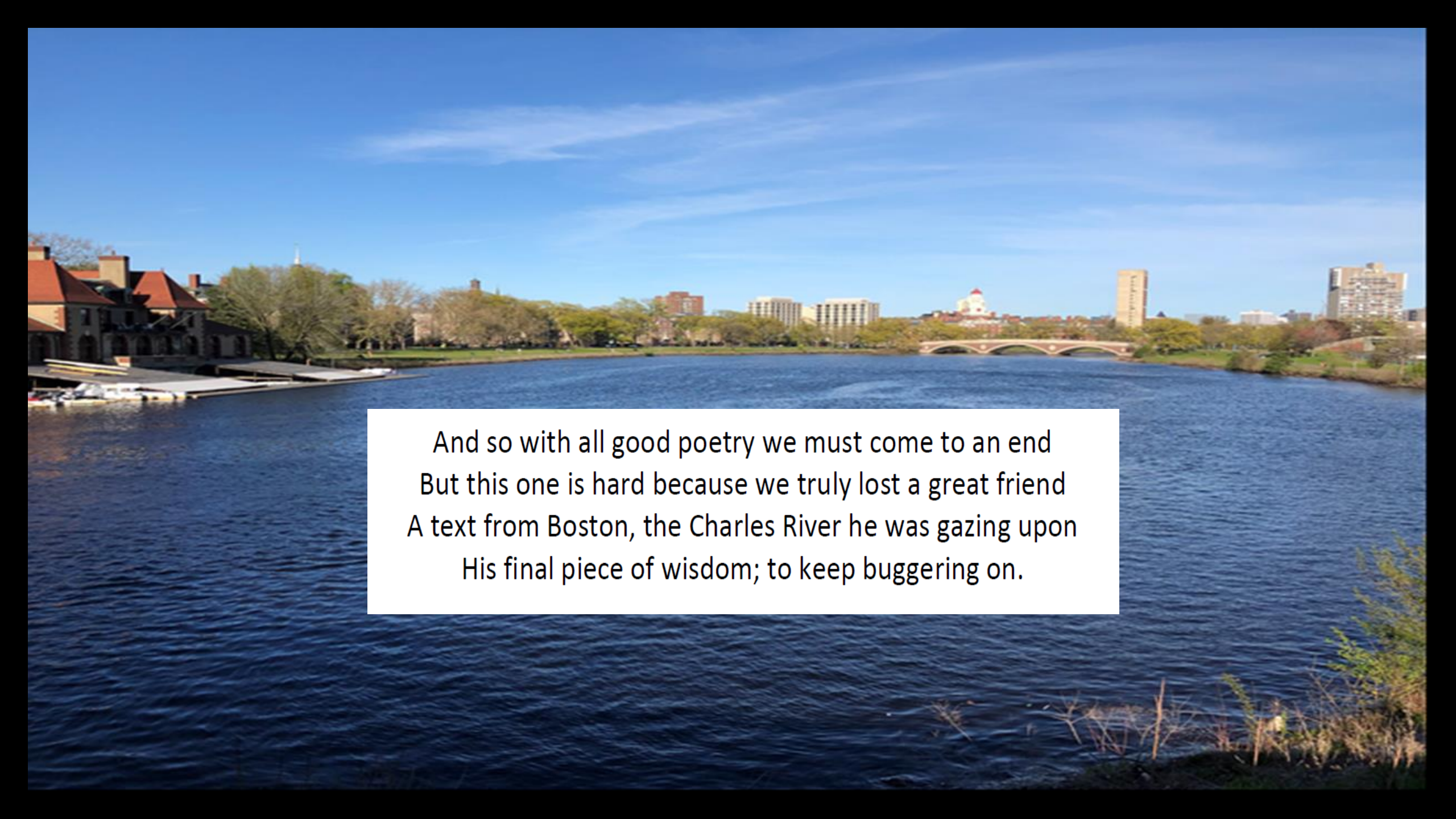
- Controller functions – position control, stewardship
- Financial budget & forecasting function
- Proforma viability assessment and management
- Valuations, Merger & Acquisitions, Recruitment/Growth
- Productivity measurement
- Enterprise Value Proposition
- Referral network integrity function
- Revenue 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 Bugging On
- Art of Fulfillment



A wide-angle photograph of the Charles River in Boston. The river flows from the foreground towards the background, where a city skyline is visible. On the left bank, there are several buildings with red roofs and a dock with some boats. On the right bank, there are more buildings and a bridge crossing the river. The sky is blue with some light clouds.

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.