

An Accelerated Journey:

How Chartis Helped a Large Provider Organization Elevate its Capabilities to Increase Value and Scale for Rapid Growth



The Client Challenge

The provider organization of a large, internationally renowned health system in the South was growing so rapidly that its operational infrastructure was increasingly strained. Over 5 years, the provider organization nearly doubled in size to 1,300 employed physicians and APPs spanning 8 distinct service areas at over 200 sites of care. Both the historical and anticipated future growth was outpacing the organization’s bandwidth and capabilities—jeopardizing its position as provider and employer of choice in its market.

Navigating to Next: The Solution

Provider organization leadership voiced concerns: (1) are our capabilities still best in class, having grown so quickly while simultaneously building infrastructure; (2) what future growth is required to maintain our market position, defending against nearby competitors and new market disruptors; and (3) what strategic investments should we prioritize to sustain our upward path?

The Chartis Group performed a comprehensive qualitative and quantitative maturity assessment, which included 35+ interviews with senior physician and operational leaders, analyzing performance against industry benchmarks. The assessment spanned 11 essential capabilities and 70 focus areas. Additionally, we applied our workforce projection methodology to estimate the number of providers needed to continue serving the health system’s patient population.

As a result, we identified five strategic imperatives that would support the organization’s journey. Over the course of multiple workshops, our team partnered with stakeholders to develop and refine an actionable, realistic, and financially sound roadmap for execution.

THE COST OF NOT PRIORITIZING INVESTMENT IN THE PROVIDER ORGANIZATION’S PEOPLE, PROCESSES, AND TECHNOLOGIES:

- Eroding consumer experience
- Provider loss (physicians & APPs) due to burnout
- Loss of market share to regional competitors
- Declining operating margin, requiring increasing system financial support

NAVIGATING TO NEXT: KEY COMPONENTS

Provider Organization Essential Capabilities:

- Clinical Outcomes & Reliability
- Consumer/Patient Experience
- Revenue & Expense Management
- Strategic Alignment & Execution
- Leadership, Culture, & Performance Management
- Care Model & Delivery Innovation
- Digital Transformation
- Informatics, Technology, & Analytics
- Access & Referral Management
- Contract & Network Management
- Academic, Organizational, & Economic Alignment

Client Impact

By identifying and quantifying opportunities for greater maturity and value generation across the provider organization, leadership was able to communicate the need and build buy-in for change.

The effort led to an organizational commitment to bring on new resources to alleviate the growing pressure on day-to-day operations, infuse higher levels of accountability into the organizational structure to elevate individual performance, and champion innovative care models to increase clinical performance and integration. Ultimately, the strategic roadmap will support the provider organization’s vision to advance its position as provider and employer of choice in its community.



How We Are Making Healthcare Better

“Chartis helped us validate the future growth required to maintain and exceed our current market share and understand what we need to have in place to get there. Using that, we were able to chart a course for the future of our provider enterprise that will incrementally grow our capabilities and develop an organizational structure to support collaborative clinical and operationally aligned decision-making and accountability.”

—Senior Vice President and COO of the provider organization

These key investments are expected to result in:

\$400M

increase in annual net patient revenue

900

additional positions to support greater clinical consistency, integration, and accountability across the organization

4,000+

provider organization employees benefiting from an enhanced experience

NEXT INTELLIGENCE:

Sustainability requires a capable, supported, and aligned provider enterprise:

Cultivate an engaged provider workforce and robust infrastructure to enable delivery of high-quality care.

Support dyadic provider-administrator relationships to drive aligned decision-making and accountability.

Align your provider organization around future needs (i.e., clinical integration) to differentiate and position for continued growth.

Authors



Roger Ray, MD
Chief Physician Executive
rroy@chartis.com



Tonya Edwards, MD
Principal
tedwards@chartis.com



Chris Fogle
Engagement Manager
cfogle@chartis.com



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