Integrated Delivery Systems:
Strategic Planning
In the Face of Uncertainty
The Importance of a Strategic Plan

Leadership Alignment: Including the Board

Focus the Work: Avoid Distractions

Roadmap for the Organization: All Levels Relate Their Work to the Plan

Guidance Where Opportunity Arises or Crisis Ensues
Strategic Questions

What do we want to accomplish?
- Survival?
- Stabilization?
- Opportunity?

What is the impact of reform on our organization?
- How new payment models impact revenue?
- Are providers establishing ACOs?

What are the realities of our marketplace?
- Economic health of the community/s?
- Current managed care environment?
- Market share?
- Response from competitors?
Strategic Questions

What are our internal capabilities?
- What do we have that we can build on?
- How can we leverage our strengths?

What is our capacity?
- Resources available, including capital?

How much risk are we willing to take?
- Business risk?
- Execution risk?
- Insurance risk?
Inova’s Strategy

What are we trying to accomplish?

1. Further enhance our mission, and
2. Whatever the spend in healthcare, Inova has an increasing share.

Where does that lead us? Integration! An integrated system of care.

1. Clinical Integration
2. Financial Integration
3. Cross Functional Integration

Invest...Invest...Reinvent
Inova’s Vision 2015

Community-Based Coordinated Care

Vision 2015

Destination Clinical Services

Hospital-Based Care
• How can Inova develop capabilities to **address payment reform change**, including the assumption of financial risk?

• How can Inova develop capabilities to **effectively manage patient populations / population health**?

• What is the ideal platform for **clinical and financial integration** across the healthcare community?

• What role can an Inova health plan serve to establish **physician engagement strategies**?

• How can Inova directly impact **insurance costs for employers in Northern Virginia**?
Planning and Execution of the Health Plan Strategy

- Determining the need for an Inova health plan
- Deciding Inova needed a partner
- Determining health plan partner attributes
- Finding potential partners
- Selecting the partner
- Agreeing to basic principles and terms
- Negotiating the deal
- Executing the deal
- Co-operating the plan
• **PACE Program:** Program for the All-inclusive Care of the Elderly (2012)

• **Managed Medicaid:** Purchase of Amerigroup Virginia, Inc. (2012)

• **Innovation Health Medicare Advantage** (2014)

• **Virginia Dual Eligible Demonstration Project** (2014)