Six Steps for Optimizing Cardiovascular Organizational and Leadership Structures

1. **Build the Foundation for Organizational Change**
   - Ensure a seamless process for enhancing your CV org structure by having a clear impetus for change, gathering key stakeholders’ opinions, designing a team, defining a strategic timeline, and communicating changes throughout the organization.

2. **Determine Optimal Service Line Composition**
   - Decide which services and personnel should report directly to the CV service line using comparative benchmarks and a rigorous analysis of your CV program.

3. **Enhance Matrix Reporting Relationships**
   - Strengthen relationships with services that indirectly report to the CV service line, clarify responsibilities within matrix and ensure the service line has input over departments that have a significant impact on CV care delivery.

4. **Strategically Define the Cardiovascular Administrator Role**
   - Scope the CV administrator’s responsibilities to meet the most critical service line needs, then share service line accountabilities with direct reports by refining roles and training staff to take on new tasks.

5. **Engage Physicians in Leadership Positions**
   - Partner with a physician dyad and optimize medical directorships by defining a robust selection process, delineating accountabilities between leaders, ensuring collaboration, and aligning incentives.

6. **Develop a Strategic Governance Structure**
   - Establish a committee structure to set the strategic vision for the service line and execute against initiatives to advance the service line and its goals.

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**CONE HEALTH**
- Six hospital system in Greensboro, North Carolina
- Seeking to expand service line purview beyond the acute care enterprise and unite three CV physician groups
- Developed two workgroups to lead the change; workgroups designed a service line structure for securing executive buy-in, engaging key stakeholders in redesign, and communicating changes to affected parties

**CROWELL HOSPITAL**
- 2,000-bed AMC in the East
- Transitioning from department structure to a service line model
- To determine ideal reporting structure, CV leaders evaluated benefits and hurdles to incorporating each service
- Strategically moved select services from traditional departments of medicine, surgery, and radiology into the purview of the service line

**FROEDTERT & THE MEDICAL COLLEGE OF WISCONSIN**
- Three hospital system in Milwaukee, Wisconsin
- When transitioning from a traditional department structure to a system-wide service line model, responsibility for strategic decisions and management tasks was often ambiguous
- Leaders met to collaboratively delineate roles by creating a responsibility chart

**UNIVERSITY OF MICHIGAN SAMUEL AND JEAN FRANKEL CARDIOVASCULAR CENTER**
- 925-bed AMC based in Ann Arbor, Michigan
- As the CV Chief Administrative Officer took on a more strategic role, she needed support for day-to-day operations
- When filling a vacancy for the CV Clinical Operations Director position, she adjusted the role to create a more distinct division of strategic and operational responsibilities

**CAROLINAS HEALTHCARE SYSTEM**
- 40-hospital system based in Charlotte, North Carolina
- Program aimed to enhance physicians in the management of the service line and ensure medical directorships were meaningful while also appealing to physicians
- CV committee defined leadership skills against which all physicians are quantitatively assessed; highest-ranked physicians are selected as medical directors
- All physician leaders are paid an RVU equivalent for time spent in administrative role

**MOUNT CARMEL HEALTH SYSTEM**
- Five-hospital system in central Ohio
- Reorganized CV service line to increase integration across all system hospitals and physicians
- Redeveloped the CV service line’s executive committee to have authority over system-wide strategic planning
- Operational and quality improvement issues are handled by four disease state teams that span the system

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**Toolkit for Managing CV Service Line Structural Change**
- A suite of resources to develop a successful reorg strategy and effectively implement the change; includes decision guides, talking points, and communication templates

**CV Service Line RASC® Starter Kit**
- Guides you through creating a responsibility assignment chart to clarify who is accountable for key tasks and decisions in a matrix reporting relationship

**CV Services Job Description Database**
- Sample job descriptions for key CV leadership positions, to help you optimize roles in light of new pressures facing the service line

**Physician Leader Identification Guide**
- Details a step-wise process for identifying ideal physician leaders, including the key skills and competencies to evaluate

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**Access the Toolkit for Optimizing CV Organizational and Leadership Structures**
- adcom/cv/service line/organizations_and_leadership.html