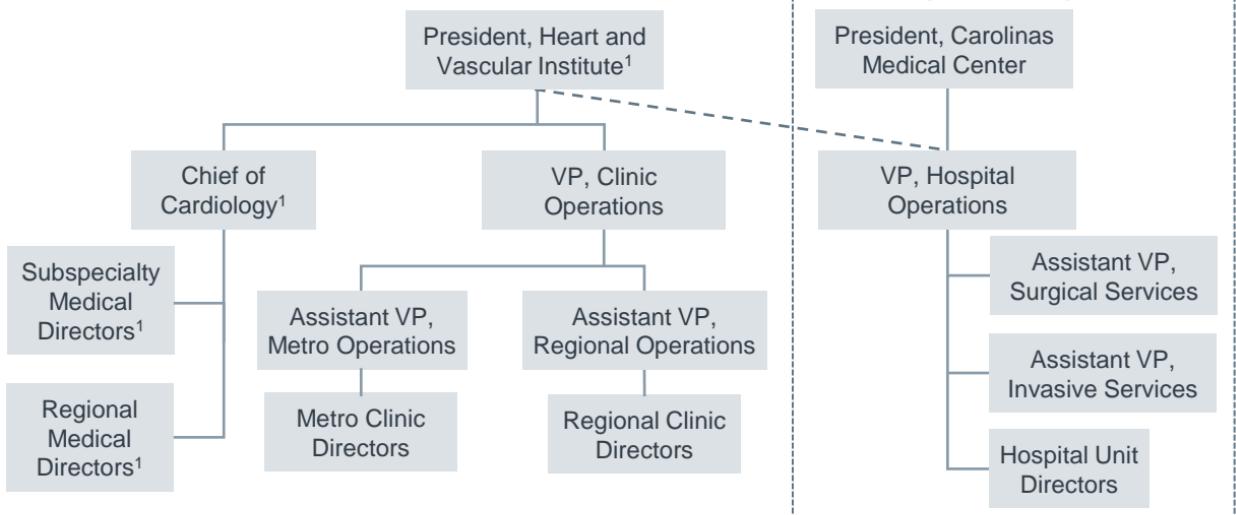


Organizational Structure Combines Ambulatory, Hospital Oversight Heart and Vascular Institute Reporting Structure



Key Elements of Integrated Organizational Structure

- 1 President has influence over both inpatient and outpatient areas
- 2 Hospital and ambulatory administrative roles have parallel titles
- 3 Lean structure avoids administrative duplication

¹ Job descriptions available in the online [Appendix](#).



Organizational Structure in Brief

- 40-hospital system based in Charlotte, North Carolina; all CV physicians employed
- Large CV physician group became employed in 2005
- Created a heart and vascular institute that merged existing hospital and physician group reporting structures to oversee both inpatient and ambulatory CV care
- Resulting Sanger Heart and Vascular Institute led by a physician President who has direct reporting relationship with clinic administrators and matrix relationship with hospital administrators
- Physician and administrative leaders are paired in dyads at all levels of Institute leadership
- Merged reporting structure facilitates integration drivers such as President's participation in performance reviews for hospital and ambulatory leaders, cross-site leadership teams, and aligned performance goals