

Mercy Hospital

Services Grouped According to Most Common CV Pathways

CV Service Line Executive Council

Heart Disease Prevention/Reversal

- CAD screening
- Lipids management
- SHAPE COE¹
- Lifestyle modification
- Advanced imaging

Valve/Structural Heart

- Valve clinic
- AV replacement/repair
- MV replacement/repair
- TAVR (percutaneous and transapical)

Pulmonary

- Asthma
- COPD
- Pneumonia
- Ventilator support
- Lung screening
- Veno-venous ECMO²

Arrhythmia

- Syncope clinic
- A-fib
- Bradycardia
- Tachycardia
- HF/CRT
- Device clinic
- Laser lead extraction

Heart Failure/VAD

- HF resource center
- Advanced HF clinic
- VAD center (BTT³, destination)
- Venoarterial ECMO

Acute Coronary Syndrome

- Chest pain
- AMI/STEMI
- Stable angina
- PCI
- CABG/Valve Surgery

Thoracic Surgery

- Thoracic oncology
- Advanced bronchoscopy

Vascular

- Vascular screening
- Carotid imaging/stenting
- DVT/thrombosis
- Aortic aneurism repair
- PAD²
- Dialysis access

Hypertension/Other

- Hypertension management
- Future: renal denervation

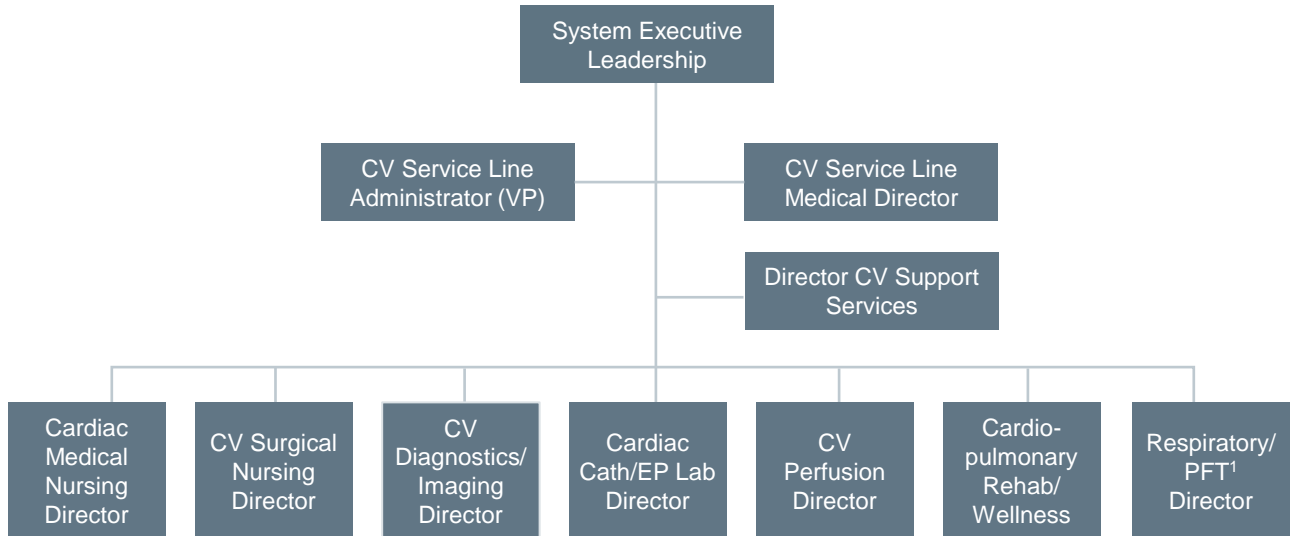
1) Society for Heart Attack Prevention and Eradication Center of Excellence, 2) Peripheral artery disease, 3) Bridge-to-transplant.

Disease Center Model Layers Over Functional Structure

2

Functional Structure Still Necessary for Day-to-Day Operations

Reporting Structure for Operational Units at Mercy Springfield



1) Pulmonary function test.

Program in Brief



Mercy Hospital Springfield

- **Hospital Type:** 800-bed not-for-profit teaching hospital in Springfield, Missouri
- **Model Summary:** Disease-based organization encompassing 95% of CV care
- **Impetus:** Organize services according to how patients seek care rather than specialist silos; population health
- **Service Line Leadership Model:** Physician-administrator dyad for service line, with support from executive council including physician and clinic leaders; dyads lead each disease center
- **CV Services Reporting Through Service Line:** Cath and EP labs, echo and vascular imaging, perfusion support, respiratory services, CV diagnostic services, cardiopulmonary rehabilitation, CV wellness and support services, respiratory services
- **Governance Structure:** Executive council includes service line VP, service line medical director, chairman of medicine, cardiology vice-chair, surgery section chief, VAD/ECMO medical director, hospital VP for surgery, clinic VP for medicine, clinic VP for surgery
- **Financial Model:** Traditional financial structure with separate hospital and clinic financial departments; disease center-based financial reporting
- **Strategic Planning Process:** Disease-specific programs defined by MS-DRG and ICD-9 crosswalk; individual disease center strategic plans developed together with medical directors and roll up into service line strategic plan
- **Participation in Risk-Based Contracts:** Medicare Shared Savings Program; select bundled payment contracts in development (e.g., PCI, CABG); CV direct-to-employer contracting in development
- **Physician Alignment:** Majority of CV specialists employed, including cardiac and thoracic surgeons, vascular surgeons, interventional and non-invasive cardiologists, electrophysiologists, interventional radiologists
- **Facility Model:** For specific centers, dedicated space located within larger physician clinic area; multi-media clinical conference space located within hospital facility for multidisciplinary case review
- **Impact of Structure:** Improvements in operational process efficiencies; improved physician buy-in; enhanced quality through multispecialty clinical case conferences; coordinated marketing and business development; collaborative capital equipment acquisition; engagement in clinical research; coordinated educational offerings