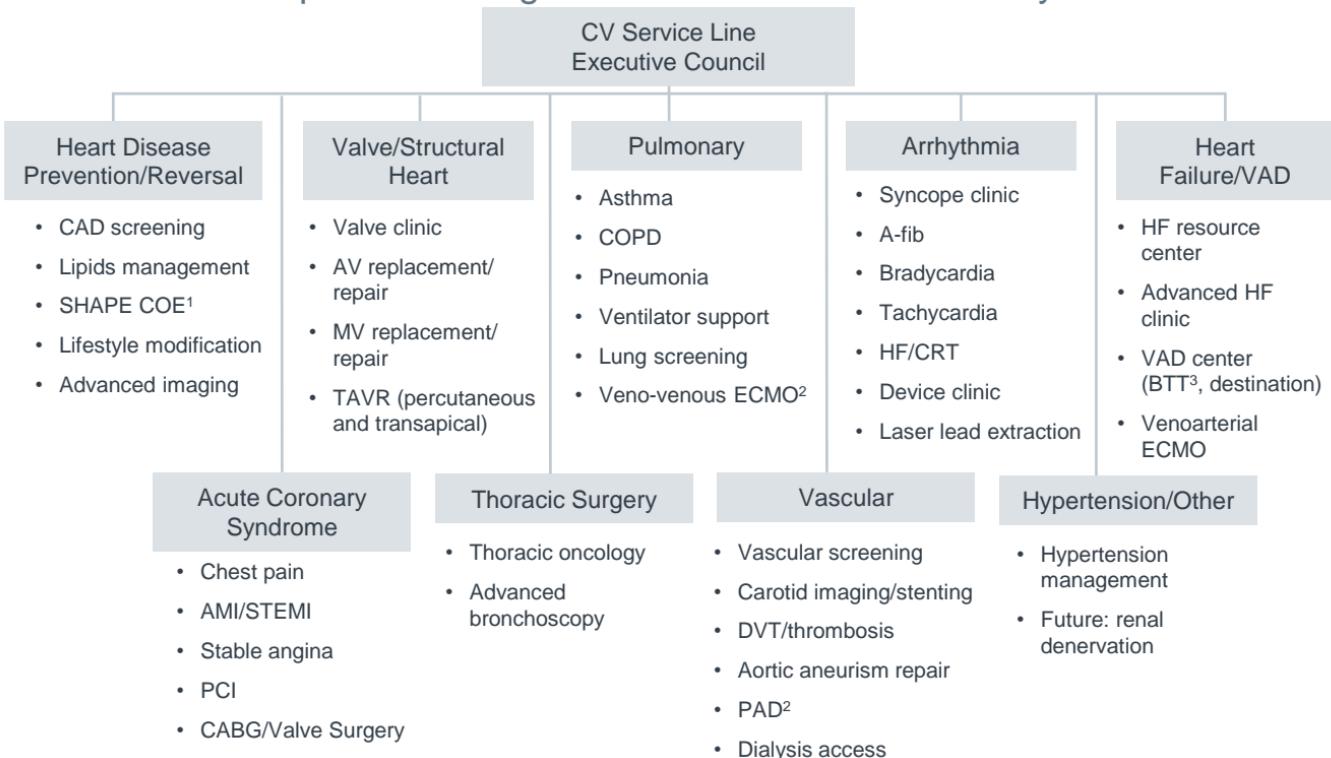


Mercy Hospital

Services Grouped According to Most Common CV Pathways

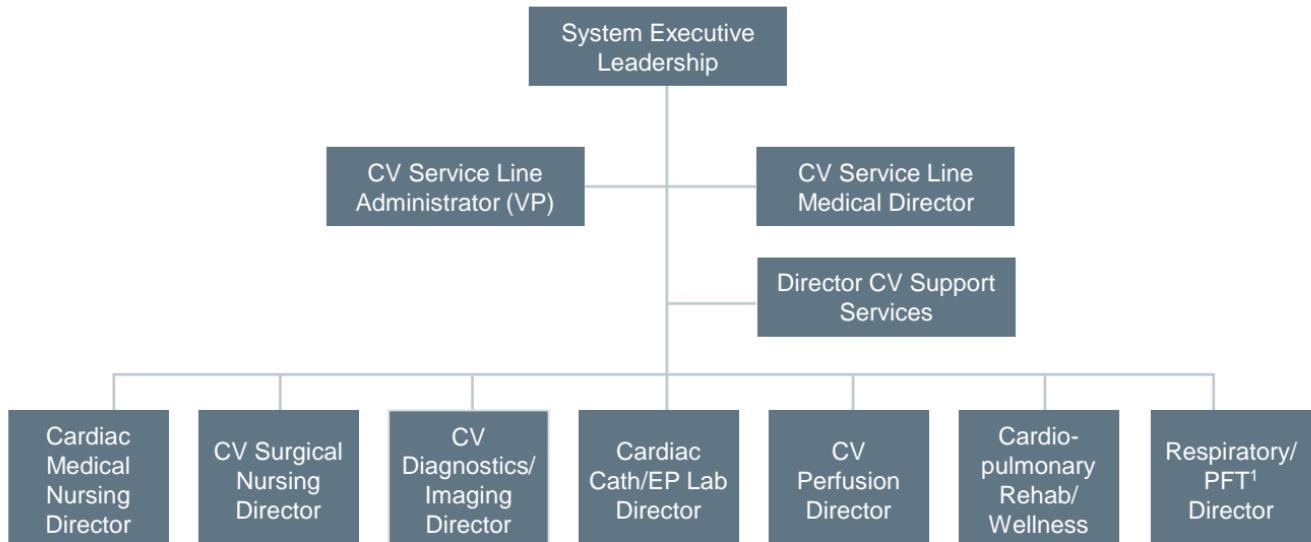


1) Society for Heart Attack Prevention and Eradication Center of Excellence, 2) Peripheral artery disease, 3) Bridge-to-transplant.

Disease Center Model Layers Over Functional Structure

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