LEADERSHIP Beyond Ambulatory Care

A Diagnostic for Medical Groups

After a decade of rapid growth in physician employment, Advisory Board research finds that medical groups are at a critical inflection point. Now that most groups have mastered the basics of practice management, leaders have the opportunity to take on additional system-level strategic responsibilities.

Many groups have seized this opportunity by leveraging existing infrastructure and skills to lead system-level initiatives and bring additional value to the health system enterprise. **Medical group leaders can use this three-step process** to prioritize the system-level strategic imperative your medical group should own.

STEP 1: CONSIDER WHICH STRATEGIC IMPERATIVE YOUR MEDICAL GROUP CAN BEST INFLECT

Use the questions below as a guide to determine which strategic imperative your medical group can and should prioritize.

System priorities

Where does your system need help from the medical group (consider market and institutional dynamics)?

Medical group strengths

Where does your medical group have the skills, expertise, resources, and time to take on a leadership role?

Size of the opportunity

Where can your medical group leaders make the biggest impact, even if the opportunity is currently owned elsewhere in your system?

STEP 2: SELECT THE MOST ACHIEVABLE OPPORTUNITIES

Determine where your medical group should focus by circling one to three opportunities that are most achievable for the medical group. Select no more than three opportunities to successfully implement solutions to a system-level strategic imperative. Opportunities are arrayed from left to right as those that are traditionally within the medical group purview to those that are a more expansive opportunity for medical group leaders.

STRATEGIC IMPERATIVE	TRADITIONAL ←	LEADERSHIP OPPORTUNITIES		→ ADVANCED
Patient access	In-practice capacity expansion	Telehealth, Convenient care sites	Patient activation, Comprehensive digital strategy	
Growth	Employed physician recruitment, Provider productivity, Referral management	Cross-continuum service line management	Innovation and new product development	Employer contracting, Clinical placement and population health expansion
Care management	Quality reporting, Patient education	Risk scoring, Performance dashboard development	High-risk care management infrastructure, Patient engagement	System-wide care variation reduction
Physician engagement	Employed physician retention, Ambulatory physician leadership	Burnout prevention, Culture building, Change management		
Care team design	Clinical staff management, Non-clinical staff management	Top-of-license training programs, Standardization		
Cost management	Net investment improvement		Ambulatory network development	System-wide care variation reduction
Consumer strategy	Patient satisfaction scoring	Publishing physician reviews	CRM platform ownership	System loyalty, Price transparency

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STEP 3: SHARE YOUR SUCCESSES AND LEARN FROM OTHER GROUPS

Our research shows scaling any medical group initiative across a health system requires medical group leaders to pair their prioritized list of opportunities with robust implementation. We are here to support leaders in the assessment and implementation of leadership opportunities.

For more information about our research, case studies of organizations that have successfully implemented these strategies, or networking requests, **contact your Advisory Board account manager or visit advisory.com/mgsc.**

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