

# Jordan Hospital

*“...efforts led initially to the Jordan Community ACO, and ultimately to our selection as one of the first community hospitals to become a Medicare ACO.”*



THE CROES OLIVA GROUP

GOOD BUSINESS IS GOOD MEDICINE



## THE CHALLENGE

The medical staff at Jordan Hospital embraced the challenge of healthcare reform as an opportunity to collaborate more closely with one another – and together with the hospital – to improve patient care and services. A working group from multiple specialties brainstormed and executed strategies to strengthen clinical integration, enhance care delivery, rein in costs, and take a leadership role in community health.

The group recognized that building trust and strong relationships were imperative in order to participate in accountable care organizations (ACOs), and capitalize on payor incentives that share risks and rewards. Global

payments for value-based outcomes demand clinical integration at the highest level. All parties acknowledged that it would take strong scaffolding to bridge the gap between providers and the hospital health system, and strengthen care delivery across the continuum.

## CLIENT PROFILE

Jordan Hospital is one of the leading community hospitals south of Boston, providing high quality, patient-focused care to more than 250,000 residents on the South Shore and Cape Cod. Clinically affiliated with Beth Israel Deaconess Medical Center, Jordan is a 155-bed, acute-care hospital that offers comprehensive primary, preventive and specialty care services.



## THE CROES~OLIVA GROUP CONTRIBUTION

Amid the uncertainty and high stakes, the medical staff turned to The Croes~Oliva Group for education about the current reimbursement environment, the mandate for change, and the options for integration. Senior consultants assessed physician readiness for integration, and then set about building medical staff unity and shared vision as a fortress for tackling emerging care and reimbursement challenges.

Together with physician leaders and hospital administrators, The Croes~Oliva Group aligned and harmonized medical staff and hospital relationships to help forge a stalwart team, ready for, and indeed selected to

compete in, today's ACO environment. Specifically, The Croes~Oliva Group helped accomplish a number of key initiatives:

- ◆ Aligned medical staff and hospital vision and goals, leading to the creation of the Jordan Community ACO, one of only 27 first-round healthcare entities selected nationally to participate in the Medicare Shared Savings Program
- ◆ Created a platform for dialogue between Jordan Hospital and medical staff leadership to ensure that the community is a desirable place to practice medicine, and can support recruitment/retention of staff
- ◆ Improved communication among primary care and specialty physicians, and enhanced their ability to work together, in an environment that requires collaboration
- ◆ Engaged primary care physicians and specialty physicians in strategic discussions to identify and curtail referral leakage, to help ensure that patient care stays local
- ◆ Surfaced the need to develop and document clinical pathways to improve the delivery of care and integration among the medical staff
- ◆ Advised and counseled on the need for a Health Information Exchange, to optimize performance across the care continuum

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#### About The Croes-Oliva Group:

The Croes-Oliva Group is a medical group consulting firm. Founded in 1993, we work with medical and administrative leadership to optimize performance, value and excellence across the care continuum.

Our expertise in all care-delivery settings stimulates cross-pollination of ideas and concepts. We apply the lessons learned in our day-to-day work in the highly competitive, healthcare marketplace to integrated delivery systems, academic medical centers, community hospitals, post-acute, and new venture-capital-backed entities seeking to deliver superior quality care.

Our senior consultants have more than 100 combined years of experience, strong entrepreneurial roots, advanced business degrees, and a decades-long track record of success.