Clinical Integration
An Overview

In 2014, Sparrow Health System is partnering with physicians, both independent and employed, to transform the way care is delivered through the creation of a Clinically Integrated Organization. Comprised of physicians who understand that patients’ needs always come first, the Clinically Integrated Organization will emphasize and reward value, ensuring that patients receive the best possible care at the lowest possible cost.

Please watch the short video introduction to Sparrow’s Clinical Integration Initiative:
http://Sparrowtv.org/Videos/Clinical-Integration-Long-Format/#.U1etu_nIYpp

What Clinical Integration Will Mean For Physicians

Sparrow and physician leaders are committed to transforming the way care is delivered to patients and the community through the creation of a Clinically Integrated Organization. Identified as Sparrow’s top strategic imperative, Clinical Integration will improve patient outcomes, lower the total cost of care and enhance the overall patient experience. This newly formed organization will include interested physicians joining together to:

1. Identify and adopt clinical protocols for the treatment of particular disease states and to provide optimal preventative care;
2. Develop systems to monitor compliance with the adopted protocols on both an inpatient and outpatient basis;
3. Collaborate with Sparrow to develop shared goals regarding inpatient performance improvement processes and clinical protocols; and
4. Enter into new partnerships in a way that financially recognizes the physicians’ efforts to improve health care quality and efficiency.

Comprised of physicians who understand that patients’ needs always come first, Clinical Integration will ensure that care is coordinated by all involved providers, across all settings and over time. This new model of care will emphasize and reward value, ensuring that patients receive the best possible care at the lowest possible cost.

Partnering with Sparrow’s Clinically Integrated Organization provides distinct advantages to independent physicians. Sparrow will be a powerful ally in program development by collaborating with the physicians in the development of Clinical Integration initiatives based on existing inpatient quality measures. Sparrow is providing financial assistance and personnel in the implementation of inpatient and outpatient initiatives that provide true community benefit and are not tied to the volume of referrals. Lastly, Sparrow can help demonstrate to payers, and the community as a whole, that the Clinical Integration Program is both valuable and is successfully achieving improvements in quality, efficiency and patient experience.

Physicians interested in learning more about Clinical Integration should attend the inaugural Clinical Integration Town Hall meeting on July 15. At the meeting physician leaders will provide an overview of Clinical Integration, detail our progress to date, and answer any questions from interested physicians.

Who Benefits From Clinical Integration?

Clinical Integration provides value to multiple stakeholders:

For Sparrow, Clinical Integration helps align existing physician and hospital goals, and leads to the development of common goals. It strengthens the working partnership between physicians and the hospital; and positions the health system for health reform-related initiatives, such as ACOs, bundled payments, and readmission avoidance.

For Physicians, the value proposition is better alignment with Sparrow, greater patient demand for participating PCP services and greater referral volume to participating specialists, incentives that reward physicians for the time they spend transforming care and the outcomes they achieve, as well as added practice security in a time of uncertainty. Lastly, participating physicians will receive recognition as members of an exclusive, high quality, value-focused organization.
**For Payers/Employers**, the value proposition includes focus on clinical outcomes, demonstration of efficiencies, ongoing improvement of care delivery, a stable/cohesive network and health system, and leadership from and by physicians. A successful Clinical Integration Program will lead to decreased absenteeism, as well as a healthier and less costly workforce.

**Patients** stand to benefit the most from Clinical Integration. Clinical Integration results in improved clinical outcomes, more convenient access, and a greater emphasis on patient concerns. Lastly, with copays and deductibles skyrocketing, Clinical Integration will ensure Patients receive the highest value care at the lowest possible cost.

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### Clinical Integration

**Progress to Date**

To begin the transformation to a Clinically Integrated Organization, Sparrow, in conjunction with physician leaders, convened two physician-led Clinical Integration formational committees - Steering and Clinical Programs. These committees are currently working in parallel to develop the overall structure of the organization and establish and implement the Quality Program that will guide the organization.

As of the end of May, the Clinical Programs Committee had identified over 40 physician specialties to participate in the Clinically Integrated Organization. A majority of evidence-based quality measures for these 40 specialties have been finalized, while quality metrics for the remaining specialties have been reviewed and vetted with physician leaders in those specialties. Overall, final consensus on all quality metrics should be completed by the end of June.

The Steering Committee is currently finalizing the governance structure of the Clinically Integrated Organization. As of the end of May, the Steering Committee has reviewed and approved several key policy documents, including the physician participation policy, the physician performance and remediation policy, as well as the payer and IT policies.

In the coming months, the physician-led formational committees expect to:

- Finalize all remaining policies, as well as the operating agreement/bylaws
- Determine infrastructure and staffing requirements
- Work with Sparrow’s IT experts to evaluate existing capabilities and ensure we fulfill all CI requirements
- Begin to ask physicians to join the organization

For more information on the Clinically Integrated Organization, including progress updates and the names of physician leaders participating in this process, please visit the Sparrow Clinical Integration webpage at [www.Sparrow.org/ClinicalIntegration](http://www.Sparrow.org/ClinicalIntegration).
Strides Made in Clinical Integration


How To Learn More

Sparrow Clinical Integration Website

Sparrow has established a Clinical Integration webpage at www.sparrow.org/clinicalintegration. The website has information on:

- What is Clinical Integration?
- The progress the physician leaders have made to date
- Videos about Clinical Integration
- Frequently Asked Questions
- Upcoming Clinical Integration education sessions

CI Town Hall Announcement

On July 15, a Clinical Integration Town Hall informational meeting is being held at the MSU Henry Center. This informational meeting will provide an overview of Clinical Integration, detail progress to date, serve as a forum to answer any questions from interested physicians, and offer CME credits. If you would like to register for the Clinical Integration Town Hall Meeting, please contact Judy Gutzman at judy.gutzman@sparrow.org or 517.364.8155.

Save the Date
Tuesday, July 15, 2014

Clinical Integration Town Hall Meeting

Keynote Speaker: Alan Lassiter, MD, Senior Director, Southwind

When: Tuesday, July 15, 2014, 6-7:30 PM

Where: The James B. Henry Center for Executive Development
       3535 Forest Road, Lansing, MI 48910

Audience: Sparrow Medical Staff and SPHN Physicians

PRELIMINARY PROGRAM AGENDA:

I. Hot hors d’oeuvres 6:00 p.m.
II. CME Program 6:15 p.m.
III. Question & Answer 7:15 p.m.
IV. Adjournment 7:30 p.m.

To RSVP: Contact Judy Gutzman at judy.gutzman@sparrow.org or 517.364.8155

Questions about Clinical Integration?
Contact Harman Nagler, MD, MHSA harman.nagler@sparrow.org or 517.364.8154
Contact Mike Tobin, MHSA mike.tobin@sparrow.org or 517.364.8044

For more information on Clinical Integration, check us out at:
Sparrow.org/ClinicalIntegration