

## OPPORTUNITIES FOR COLLABORATION AND INTEGRATION MATRIX

<b>FUNCTION OPTIONS</b>	<b>COLLABORATIVE</b>	<b>SHARED</b>	<b>INTEGRATED</b>
<b>ADMINISTRATIVE</b>			
<b>Human Resources</b>	Joint position descriptions and advertising	<ul style="list-style-type: none"> <li>• Common policies and procedures</li> <li>• Joint purchase of fringe benefit either "benefits" or benefit package</li> </ul>	<ul style="list-style-type: none"> <li>• Centralized HR staff</li> <li>• Common fringe benefits</li> </ul>
<b>Purchasing</b>	<ul style="list-style-type: none"> <li>• Standard inventory</li> <li>• Joint RFP</li> </ul>	Joint purchasing	Centralized purchasing department
<b>Credentialing</b>	Common policies and procedures		Centralized/Standardized credentialing
<b>Corporate Compliance</b>	Sharing of individual self-evaluation compliance assessments	Standardized self-evaluation tool to monitor compliance	Centralized compliance unit
<b>Program/Services Development</b>	Strategic planning	Programs and/or shared services	Centralized program development unit
<b>Resource Development</b>	Joint proposal or fund raising effort	Network proposal	Centralized development unit
<b>Education</b> – Community – Patient/Customer – Staff – Board	Sharing of current educational activities	Using/Publishing standardized materials	Centralized education functions
<b>Communication</b> – Public Relations – Advocacy	Joint events and materials	<ul style="list-style-type: none"> <li>• Shared staff or contracts</li> <li>• Joint ongoing projects</li> </ul>	Centralized communication functions
<b>Governance Structure</b>	Statement of intent to participate	Memorandum of Agreement	Formation of a separate corporate entity and/or centralized management
<b>Member Services—Managed Care</b>	Common policies and procedures	<ul style="list-style-type: none"> <li>• Joint enrollment materials</li> <li>• Common intake and referral</li> </ul>	Centralized/Standardized member services
<b>Marketing</b>	Joint marketing assessment	Standardized materials and joint events	Centralized/Standardized marketing approach
<b>Strategic Planning</b>	<ul style="list-style-type: none"> <li>• Review of collaborator strategic plans</li> <li>• Agreement on a strategic planning process</li> </ul>	Development and endorsement of network strategic plan	Implementation and monitoring of network strategic plan
<b>Quality Improvement—</b>	<ul style="list-style-type: none"> <li>• Joint education and training</li> </ul>	<ul style="list-style-type: none"> <li>• Joint projects, e.g., surveys</li> </ul>	Standardized CQI at network level

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<b>Administrative</b>	<ul style="list-style-type: none"> <li>• Sharing of expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Development of quality guidelines</li> </ul>	
<b>Internal Audit</b> – Staff – Patients	Individual “survey” and sharing of “opinions”	Same benchmarks and sharing of data	Centralized staff conducts internal audit with sharing of data and monitoring recommendation
<b>CLINICAL</b>			
<b>Services/Programs</b>	Joint planning at the collaborator level	Joint planning at network level	<ul style="list-style-type: none"> <li>• Joint funding and coordinated services and programs</li> <li>• Centers of Excellence</li> <li>• Collapsing existing services into one</li> </ul>
<b>Protocols</b>	<ul style="list-style-type: none"> <li>• Common clinical staff meetings by discipline</li> <li>• Common health maintenance and health education protocols</li> </ul>	<ul style="list-style-type: none"> <li>• Referral protocols</li> <li>• Shared health education materials</li> <li>• Common programs</li> </ul>	<ul style="list-style-type: none"> <li>• Standardized protocols, including: disease management, utilization review and triage</li> <li>• Standard messages/programs</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Sharing information around retention and benefits packages</li> <li>• Locum tenens</li> </ul>	<ul style="list-style-type: none"> <li>• Joint health professions training program</li> <li>• Shared call system</li> <li>• Shared vacation coverage</li> </ul>	<ul style="list-style-type: none"> <li>• Single Chief Medical Officer</li> <li>• Shared hospitalist</li> <li>• Common retention and benefits package</li> </ul>
<b>Documentation</b> – Medical Records – Common Forms – Policies (e.g., record retention, storage retrieval, standards)	<ul style="list-style-type: none"> <li>• Common medical record at the collaborator level</li> <li>• Shared information on common forms</li> <li>• Sharing of common policies</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing of common forms</li> <li>• Some joint policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic medical record</li> <li>• Standardized basic forms</li> <li>• Uniform policies and procedures</li> </ul>
<b>MIS</b>	Shared demographics and utilization data	MIS interface	<ul style="list-style-type: none"> <li>• Shared health/clinical information manager</li> <li>• Common systems</li> </ul>
<b>Ancillary Services</b>	Joint solicitation of ancillary services contracts	Common vendors	Outsource or bring expertise in-house
<b>CQI</b>	<ul style="list-style-type: none"> <li>• Common quality indicators</li> <li>• Joint quality committee</li> <li>• Joint staff training</li> <li>• Peer review</li> </ul>	<ul style="list-style-type: none"> <li>• Development of materials</li> <li>• Shared staff for CQI</li> <li>• Joint accreditation</li> </ul>	Implementation and monitoring of common quality indicators
<b>Research</b>	Common data collection	Joint research projects	Joint internal review board
<b>FISCAL</b>			
<b>Grants Management</b>	<ul style="list-style-type: none"> <li>• Review PINs and dispense information</li> <li>• Coordinate common strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Joint staff collects information and develops reports</li> <li>• Technical assistance</li> </ul>	Centralized staff administers and monitors grants

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<b>Managed Care Contracting</b>	Assessment of collaborators' managed care activities	Standard utilization review and risk management program	Network contracting authority and monitoring
<b>Accounting</b> – General Ledger – A/R – A/P – Payroll	<ul style="list-style-type: none"> <li>• Common policies</li> <li>• Common chart of accounts</li> </ul>	Shared staff, some same but separate systems	<ul style="list-style-type: none"> <li>• Single CFO and/or centralized management approach</li> <li>• Some central staff</li> <li>• Centralized server and systems</li> </ul>
<b>Policies and Procedures</b>	Board has approved 25 percent of common policies and procedures	Board has approved 50 percent of common policies and procedures	Board has approved 100 percent of common policies and procedures
<b>External Audit</b>	<ul style="list-style-type: none"> <li>• Different procedures and/or auditors</li> <li>• Some sharing of data</li> </ul>	<ul style="list-style-type: none"> <li>• Common set of specifications</li> <li>• Some sharing of data</li> </ul>	<ul style="list-style-type: none"> <li>• Same auditor</li> <li>• Full and complete data sharing</li> </ul>
<b>Staff Education and Training</b>	Individual training of common subjects	Some shared training by system “experts”	Implementation and monitoring of standard curriculum
<b>Medicare/Medicaid Compliance</b>	Common policies	Shared staff, some same but separate systems	<ul style="list-style-type: none"> <li>• Single CFO and/or centralized management approach</li> <li>• Centralized server and systems</li> </ul>
<b>Billing</b>	Common policies staff training	Shared staff, some same but separate systems	<ul style="list-style-type: none"> <li>• Single CFO and/or centralized management approach</li> <li>• Centralized network billing</li> </ul>
<b>MIS</b>			
<b>Management Reporting and Data Elements</b>	Common elements	<ul style="list-style-type: none"> <li>• Data compiled for common management reporting (data warehousing)</li> <li>• Some shared staff</li> </ul>	<ul style="list-style-type: none"> <li>• Single CIO and/or centralized management approach</li> <li>• Centralized server and systems</li> </ul>
<b>Communications</b>	E-mail capacity at collaborator level	Internet e-mail capacity for all appropriate people	E-mail, intranet, web pages with common links
<b>Staff Education and Training</b>	Individual training of common subjects	Some shared training by system “experts”	Implementation and monitoring of standard curriculum
<b>IS/IT</b>	Individual assessments at the collaborator level Strategic planning Development of joint RFP	Group purchase of systems  Common data elements	Common data elements