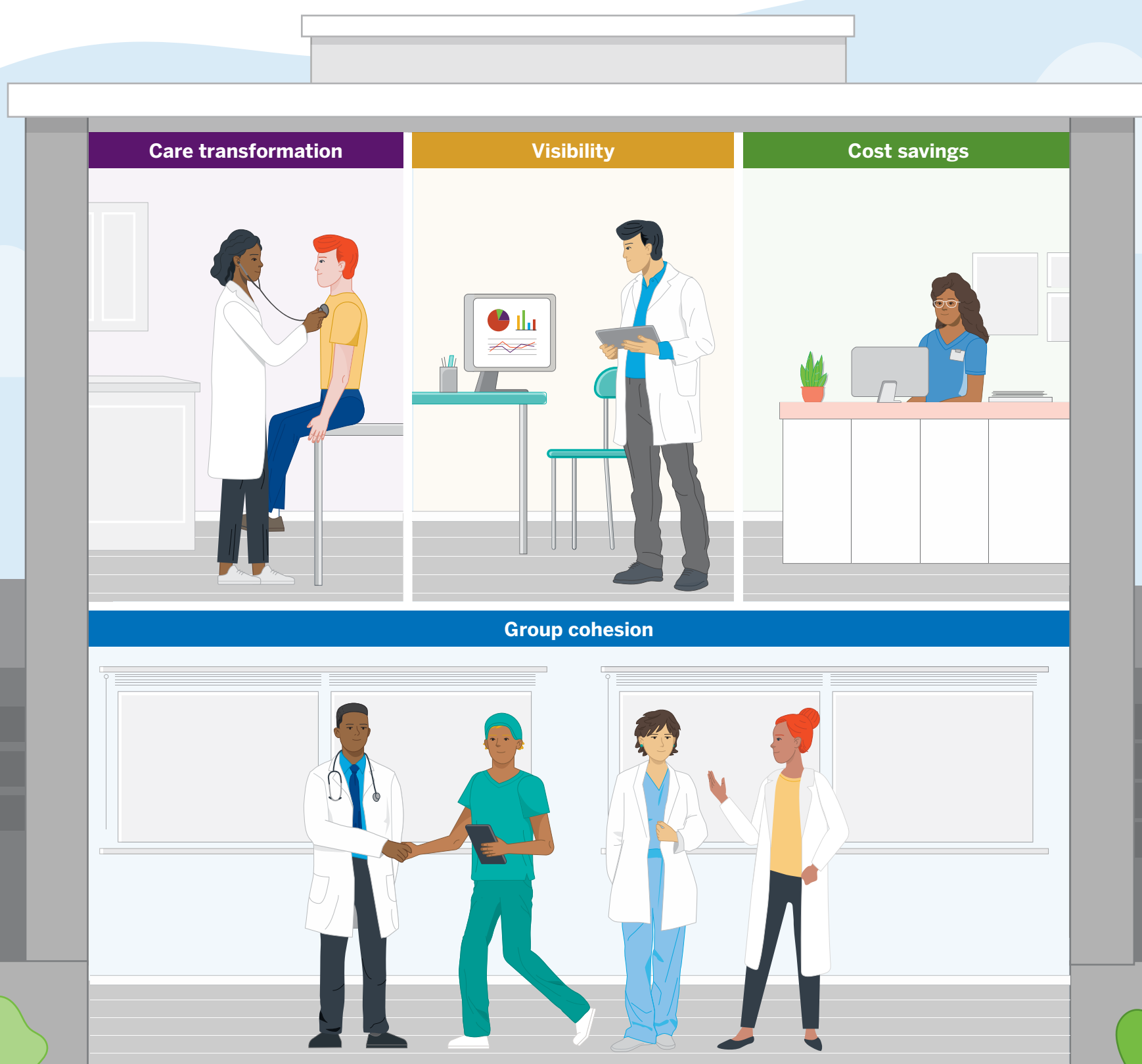# Inside the
4 goals
of medical group integration

After years of growth, most medical groups are now investing in integration to capture benefits from scale. Organizations often start with initiatives that offer clear efficiencies in time and costs, like the EHR. However, these changes are often the most disruptive to physician workflow, losing buy-in and stalling integration progress. Executives must lead with culture from the start, rather than focusing on workflow and efficiency alone. By prioritizing culture, leaders build organizational capital and a unified medical group that can withstand integration pressures. Just as architects construct a clinic from blueprints, executives must look to their own strategic goals as a guide for integration and building a cohesive medical group.

Prioritize integration based on the four strategic goals below. Every medical group should start with group cohesion given its high culture impact and then build toward integration across all four areas.

Building illustration with labeled sections: Care transformation, Visibility, Cost savings (upper floor), and Group cohesion (lower floor).

Group cohesion

— High culture impact
● Low workflow impact

GOAL

Unified culture and identity

Group cohesion is the foundation for any integrated medical group. While often viewed as a hallmark of the most advanced medical groups, cultural cohesion is actually a prerequisite for any successful integration effort. Integrate these components first to set up a strong base to build from.

Components to integrate
• Communication protocols
• Governance
• Physician onboarding

Care transformation

— High culture impact
● High workflow impact

GOAL

Consistent care delivery model

Care transformation brings the most organizational change due to its high impact on both workflow and culture. Integrate these pieces early, but don't address them all at once. Too much change can undermine even the strongest structure.

Components to integrate
• Care pathways
• Care team design
• Physician compensation model
• Quality metrics
• Scheduling protocols

Visibility

— Low culture impact
● High workflow impact

GOAL

Transparent information sharing

Visibility is where most organizations start integration because it includes the EHR. But before opening a window into transparency and performance, make sure to integrate culture-building processes first.

Components to integrate
• EHR
• Physician performance management
• Referrals management

Cost savings

— Low culture impact
● Low workflow impact

GOAL

Efficient administrative processes

Cost savings efforts can lead to quick wins since they eliminate redundancies without much change to provider workflow. Couple these components with more resource-intensive work to ensure efficient yet smooth operations.

Components to integrate
• Front-office procedures
• IT
• HR
• Vendor contracts

Advisory Board

For more resources on integration, visit advisory.com