The Advisory Board Company
The Advisory Board Company is a research, consulting, and technology services firm focused on the health care and higher education industries.

We partner with executives and their teams through a unique membership model and serve a network of over 3,200 organizations.

When faced with their toughest challenges, executives turn to us for strategic guidance and performance improvement solutions.

POSITIONING

- Serve as hospitals' and health systems' most trusted service provider
- Provide insight-driven, proven solutions to members' most important problems
- Deliver high ROI through scalable, subscription-based research and software products
- Develop compelling offerings based on unique relationship with 3,200 institutions
- Retain 88%+ members year-over-year with outstanding value proposition
- Differentiate organization through superior talent and strong mission
30+ Years of World-Class Insight

- 1979: Company founded with initial focus on financial services
- 1986: Contract value tops $100 M
- 1991: Advisory Board (ABCO) founded
- 1994: Concuity acquired
- 2001: Education Advisory Board launched
- 2002: Firm tops 2,500 members
- 2005: Firm tops 1,000 employees
- 2007: Crimson acquired
- 2008: Southwind acquired
- 2009: New logo & advisory.com unveiled
- 2010: Cielo acquired
- 2011: PivotHealth acquired

A GROWING ENTERPRISE
- 1,600+ employees
- Global presence with offices in India, London, San Francisco, Austin, Nashville, Portland, Chicago, Ann Arbor, Washington DC
- 125,000+ relationships
Langone Medical Center

• 3,200 member institutions
• All 21 U.S. News and World Report top hospitals
• 98 of the 100 largest health systems
• 20 of the largest pharmaceutical and medical device companies
• 52 of the top universities

MAP OF LARGE AND PRESTIGIOUS MEMBERSHIP BASE

- Massachusetts General Hospital
- NYU Langone Medical Center
- Mayo Clinic
- Johns Hopkins Medicine
- Intermountain Healthcare
- UnitedHealth Group
- Cleveland Clinic Health System
- MD Anderson Cancer Center
- Stanford Hospital and Clinics
- The University of Texas
- The Healthcare Company
- NHS
- University Hospital Zurich

© 2011 The Advisory Board Company • 23419
The Advisory Board has built a reputation for the best thinking on health care strategy and operations in the country.

Hospital CEO in the Midwest

**OVERVIEW OF “MEMBER TOUCHES” ACROSS 2011**

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,600 on-site executive</td>
<td>1 million+ user sessions annually</td>
</tr>
<tr>
<td>presentations</td>
<td></td>
</tr>
<tr>
<td>10,000+ actionable best</td>
<td>240,000+ studies distributed</td>
</tr>
<tr>
<td>practices</td>
<td></td>
</tr>
</tbody>
</table>

**EXECUTIVE SUITE**
- CEO/Board of Directors
- COO
- CFO

**SVP MANAGEMENT**
- Chief Clinical Officer
- VP Patient Care Services
- Marketing & Planning Executives

**PRODUCT LEADERSHIP**
- Brand Management
- Physician Management
- Staff Functions

**PHYSICIAN LEADERS**
- Service Line Directors
- Primary Investigators

**LINE MANAGEMENT**
- Department Heads
- Nursing Directors
OUR MISSION

The Advisory Board Company proceeds in the belief that organizations in certain sectors—health care, education, and government among them—have a charter above commerce, but preserving this higher calling requires an unyielding insistence on improvement. Our mission is to surface and secure economies of intellect on behalf of member organizations—discerning “True North,” communicating these insights and best practices with clarity, and providing innovative services such that our members can set compass and elevate performance accordingly.

OUR GOVERNING PRINCIPLES

THE FORCE OF IDEAS
The belief that sound and inspired ideas triumph, serving as the leaven to great organizations and carrying the enterprise forward as surely as organizational resources, market power, or sheer effort

THE POWER OF LANGUAGE
The recognition that “words matter,” that the impact of even the best insights is a function of how effectively ideas are conveyed, and thus our communications with members and with each other should strive for precision, acuity, and grace

SPIRIT OF GENEROSITY
The notion that neither members nor our staff should view this as principally a commercial association; rather our ambition is to serve members and each other beyond expectation, with honest appreciation in every encounter

RUNNING TO CRITICISM
The conviction that exceptional contribution requires an ethic of seeking unbiased feedback and a commitment to addressing, both individually and collectively as a firm, our most critical developmental needs

OUR CORE VALUES

IN SERVICE TO OUR MEMBERS

MEMBERS AT THE CENTER
To hold ourselves to the single standard of stewardship for the best interests of the organizations we serve, even if that appears to run counter to our own

SURPLUS VALUE
To give far more than we receive; to innovate continually, ensuring clear member impact and a demonstrable return in every product and service we offer

IN SERVICE TO OUR COLLEAGUES

MANAGING BY MERIT
To make staffing decisions on the basis of demonstrated gift and accomplishment, not credentials or tenure; to offer ample professional development and growth opportunities

SUSTAINING TOP TALENT
To manage workloads and favor flexibility such that our staff, strong work and service ethic notwithstanding, can contribute longterm and have fuller lives beyond the firm

IN SERVICE TO OUR OWNERS

BEYOND STEWARDSHIP
To identify and pursue the best opportunities to broaden our reach and deploy our efforts, ever mindful of enhancing shareholder value

HONEST CONDUCT
To proceed as if “in the sunshine,” adhere to the highest ethical standards, honor our commitments, and be forthcoming and direct

IN SERVICE TO OUR COMMUNITY

BEYOND COMMERCE
To recognize that many organizations need our expertise and support most when they can afford it least and to make special accommodations accordingly

SERVANT’S HEART
To devote not just resources but considerable time, both individually and collectively, to endeavors that improve the local communities in which we live and work
Our Services and Solutions

- RESEARCH AND INSIGHTS
- PERFORMANCE TECHNOLOGIES
- CONSULTING AND MANAGEMENT
- TALENT DEVELOPMENT
### OUR FIRM IN BRIEF

<table>
<thead>
<tr>
<th>RESEARCH AND INSIGHTS</th>
<th>PERFORMANCE TECHNOLOGIES</th>
<th>CONSULTING AND MANAGEMENT</th>
<th>TALENT DEVELOPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2,900+</strong></td>
<td><strong>1,450+</strong></td>
<td><strong>1,100+</strong></td>
<td><strong>100,000+</strong> health care leaders served</td>
</tr>
<tr>
<td>Serving an unparalleled membership of 2,900+ hospitals and health care organizations</td>
<td>Employing 1,450+ health care professionals</td>
<td>Leading provider of performance technologies, now in 1,100+ hospitals</td>
<td>National Peer Collaboratives Powered by Web-Based Analytic Platforms</td>
</tr>
<tr>
<td>Memberships Offering Strategic Guidance and Actionable Insights</td>
<td>Seasoned, Hands-On Support and Practice Management Services</td>
<td>Partnering to Drive Workforce Impact and Engagement</td>
<td></td>
</tr>
<tr>
<td>- Dedicated to the most pressing issues and concerns in health care</td>
<td>- 900+ years of “operator” experience in hospital and physician practices</td>
<td>- Impacted the achievement of 60,000+ executives, physicians, clinical leaders, and managers</td>
<td></td>
</tr>
<tr>
<td>- 300+ industry experts on call</td>
<td>- Principal practice areas: hospital-physician alignment, care transformation, revenue cycle optimization</td>
<td>- 14,000+ outcomes-driven workshops tailored to partners’ specific needs</td>
<td></td>
</tr>
<tr>
<td>- 200+ customizable forecasting and decision-support tools</td>
<td>- Range of engagements from strategy/diagnostic to best practice installation to interim management</td>
<td>Survey Solutions</td>
<td></td>
</tr>
<tr>
<td>1,100+ years of “operator” experience in hospital and physician practices</td>
<td>- Key challenges addressed: revenue cycle, physician performance, employee benefits, and surgical profitability</td>
<td>- Customized strategies for improving employee and physician engagement</td>
<td></td>
</tr>
<tr>
<td>300+ industry experts on call</td>
<td>One in three inpatient admissions in the United States flows through our technology platforms</td>
<td>1,100+ engagements completed</td>
<td></td>
</tr>
<tr>
<td>One million user sessions annually</td>
<td>One million user sessions annually</td>
<td></td>
<td><strong>14,000+</strong> outcomes-driven workshops tailored to partners’ specific needs</td>
</tr>
<tr>
<td><strong>Survey Solutions</strong></td>
<td><strong>• Key challenges addressed: revenue cycle, physician performance, employee benefits, and surgical profitability</strong></td>
<td><strong>Survey Solutions</strong></td>
<td><strong>• Customized strategies for improving employee and physician engagement</strong></td>
</tr>
</tbody>
</table>

© 2011 The Advisory Board Company • 23419
RESEARCH AND INSIGHTS
# Channels for Deriving Research Membership Value

Expanding Models and Opportunities for Pushing Insight and Support Deep Within Hospitals

<table>
<thead>
<tr>
<th>Presentation and Interaction</th>
<th>Expert and Custom Support</th>
<th>Publications and Analytics</th>
<th>Web-Based Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National Meetings</strong></td>
<td><strong>Access Our Experts</strong></td>
<td><strong>Best Practice Studies</strong></td>
<td><strong>Advisory.com</strong></td>
</tr>
<tr>
<td>Large sessions held nationwide to present annual program research findings</td>
<td>Direct interaction with Advisory Board practice experts as needed to provide value</td>
<td>Major best practice and strategy reports and briefings as defined in program agendas</td>
<td>Secured member website providing online access to research, services, and announcements</td>
</tr>
<tr>
<td><strong>On-Site Briefings</strong></td>
<td><strong>The Expert Center</strong></td>
<td><strong>Best Practice Compendiums</strong></td>
<td><strong>The Daily Briefing</strong></td>
</tr>
<tr>
<td>Customized content delivery and facilitated discussions at member hospital</td>
<td>Five-person team to triage member requests and ensure A+ member satisfaction</td>
<td>Comprehensive libraries of best practices searchable by keyword with downloadable content</td>
<td>Daily e-mail newsletter summarizing (five-minute read) breaking national health care news</td>
</tr>
<tr>
<td><strong>Web-Based Seminars</strong></td>
<td><strong>Original Inquiry</strong></td>
<td><strong>Forecasting Tools</strong></td>
<td><strong>Monthly Insights</strong></td>
</tr>
<tr>
<td>Expert-conducted live/archived educational “intensives” with slides and Q&amp;A</td>
<td>Dedicated 20+ person team to produce customized (2- to 10-page) research reports</td>
<td>Best-in-class inpatient and outpatient hospital business projection models</td>
<td>Specialty (e.g., oncology, cardiac, technology) e-mail newsletters summarizing breaking news</td>
</tr>
<tr>
<td><strong>Executive Roundtables</strong></td>
<td><strong>Executive Advisors</strong></td>
<td><strong>Calculators and Benchmarking</strong></td>
<td><strong>Specialty Blogs</strong></td>
</tr>
<tr>
<td>Small gatherings emphasizing member-to-member learning and networking</td>
<td>Senior account representative as sole member contact with Advisory Board for A+ service</td>
<td>Extensive offering of analytic applications to derive member-specific impact of best practices</td>
<td>Advisory Board expert postings organized by major topic terrains to share news, findings, and insights</td>
</tr>
</tbody>
</table>
## The Advisory Board Company in Brief: Research and Insights

**Strategic Guidance, Advisory Services, Best Practices Memberships**

### HEALTH CARE ADVISORY BOARD
Serving CEOs, boards, and senior executives; conducts research on health system strategy, governance, margins, and hospital operations

### FINANCIAL LEADERSHIP COUNCIL
Research on management of health system finances and capital

### HEALTH CARE IT PROGRAM SUITE
Research on health system IT solutions and implementation

### CLINICAL ADVISORY BOARD
Research on quality, efficiency, and physician enfranchisement in clinical reform

### ONCOLOGY ROUNDTABLE
Research on cancer care advances and service line management

### MARKETING AND PLANNING LEADERSHIP COUNCIL
Research on hospital marketing, strategy, and business development

### CARDIOVASCULAR ROUNDTABLE
Research on cardiovascular care advances and service line management

### IMAGING PERFORMANCE PARTNERSHIP
Research on hospital radiology strategy and operations

### NURSING EXECUTIVE CENTER
Research on hospital nursing and patient care services

### HR INVESTMENT CENTER
Research on HR investment decisions and best practice implementation

### PHILANTHROPY LEADERSHIP COUNCIL
Research on fundraising best practices and development strategy

### TECH INSIGHTS
Customized technology and service line strategy analyses

---

**Insights**

- **300+**
  - 300+ industry experts on call

- **200+**
  - 200+ customizable forecasting and decision-support tools

- **10,000+**
  - 10,000+ actionable best practices

---

© 2011 The Advisory Board Company • 23419
The Advisory Board Company in Brief: Research and Insights
Serving Non-hospital Organizations

For over 15 years the Advisory Board has been serving non-hospital organizations as we translate the insights and strategies drawn from our network of hospital research. For a subset of vendors and service providers, we are positioned as a unique source of market intelligence as they aim to understand better the needs of their hospital customers. For other providers—such as physician groups and post-acute care facilities—we share insights into the broader care continuum and health system alignment opportunities. Our team has organized its programs into the following sectors:

**HEALTH CARE IT FORUM**
*Serving information technology firms* with insights on the future market for IT applications, the role and perspectives of the hospital CIO, and the underlying business, clinical, and operational implications for further investment in IT.

**CLINICAL INNOVATORS COUNCIL**
*Serving pharmaceutical, medical device, and medical equipment suppliers* with trends and dynamics across the provider market. Our most common audience is the head of marketing, market research, or corporate accounts, all of who attach to our “future of” and health reform research.

**FACILITY PLANNING FORUM**
*Serving architecture, development, and planning firms* on the issues that will impact the “footprint” of care delivery. Building off our research into the Hospital of the Future and the Operating Room of the Future, we have developed a membership of nearly 50 design firms.

**HEALTH CARE LAW ROUNDTABLE**
*Serving law firms* with insights on the clinical, operational, and strategic issues that will shape the projects and services they are and will be leading with their provider clients. HCLR members are also active contributors to Advisory Board research that touches on regulatory or legal issues.

**HEALTH PLAN ADVISORY COUNCIL**
*Serving payer executives*, primarily those with roles that interface with hospitals and physicians such as the chief medical officer and VP of provider relations, on the drivers of cost and quality across their provider networks. Includes an annual health plan summit, called the Accountable Care Forum.

**PHYSICIAN PRACTICE ROUNDTABLE**
*Serving independent physician practices* with advice on accountable care strategy as well as best practices into practice management, revenue cycle, and IT. PPR is our largest sector, with over 100 members who are invited to take part in two annual physician practice executive meetings. Representative members include Marshfield Clinic, WellMed, Strategic Radiology, and Eagle Hospitalists.

**POST-ACUTE CARE COLLABORATIVE**
*Serving providers of rehabilitation and long-term post-acute care* with insights into addressing our industry’s readmissions challenges, partnerships with acute care hospitals, and care coordination best practices.
PERFORMANCE TECHNOLOGIES
Elevating Performance Through Collaboration and Transparency

TRANSFORMING “SILOED” DATA...

- Encounter Detail
- Billing/Claims
- Scheduling
- Provider Roster
- wRVU Mapping
- Location Details

...INTO INSIGHT AROUND PHYSICIAN PERFORMANCE...

- Dashboards & Scorecards
  - Track and trend performance versus targets for key
- Performance Alerts
  - Rapidly identify emerging problems to trigger timely intervention
- Online Reports
  - Make detailed performance data instantly available
- Drill-Down Analysis
  - Drill down from high-level metrics to individual visit level to isolate root causes of problems
- Ad Hoc Querying
  - Filter large data sets to identify the specific visits that meet user-specified criteria
- Comparative Benchmarking
  - Compare performance across multiple dimensions

...TO DRIVE MEANINGFUL BEHAVIOR CHANGE

- Health System Executives
  - Give insight into viability of practice investments
- Medical Group Executives
  - Maintain “short-list” of underperforming providers
- Medical Directors
  - Conduct detailed performance reviews with outlier physicians
- Site Administrators
  - Provide visibility into group and individual performance drivers
- Frontline Medical Staff
  - Offer self-service access to their own performance data
Partnering with Hospitals to Drive Insights and Results

DEDICATED ADVISOR

- Training hospital team on tool and business analytics
- Proactive opportunity identification
- Ad-hoc ED process troubleshooting
- On-call support for hospital users
- Advisory Board best practice steward

ACCELERATING THE PATH TO PERFORMANCE IMPROVEMENT

Staff Training
- Available on-site and on the web
- Creating expert users of the tool
- Educating on best practices and process change

Continuous Performance Tracking
- Dashboards used to track business
- Automated alerts flag specific problems
- Staff-level data boosts employee engagement

Cohort Benchmarking and Networking
- Identification of optimal peers for benchmarking
- Facilitating contact with top performers
- Certifying cohort partner results

Initial Rapid-Results Campaign
- Opportunities uncovered during pilot use of tool
- “Fortified” by Dedicated Advisor’s expertise
- Typically generating large, immediate returns

Monthly Opportunity Assessment Calls
- Hardwired check-ins with Dedicated Advisor
- Assistance with troubleshooting specific problems
- Updates on lessons learned from the collaborative

ONGOING COHORT SERVICES

Physician Executive Intensive
While some construction precedes, physician executives and implementation leaders may attend this in-depth orientation in Advisory Board offices

Best-Practice Briefings
White papers and webinars on best practices application including case studies in successful rollout

Annual Performance Summit
National meeting for Crimson members, with special focus on sharing the results achieved to date by more advanced cohort members

© 2011 The Advisory Board Company • 23419
# The Advisory Board Company in Brief: Performance Technologies

National Peer Collaboratives, Powered by Web-Based Analytic Platforms

## REVENUE CYCLE

<table>
<thead>
<tr>
<th><strong>PATIENT ACCESS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Payment Navigation Compass</em></td>
</tr>
<tr>
<td>Helps hospitals and health systems grow POS collections and streamline patient access through estimating patient obligations, automating authorization retrieval, and automating eligibility screening.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>MID CYCLE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><em>ICD-10 Compass</em></td>
</tr>
<tr>
<td>Supports hospitals and health systems with ICD-10 coding preparation, implementation, and impact monitoring across revenue cycle, clinical operations, and IT functions.</td>
</tr>
</tbody>
</table>

| *Revenue Integrity Compass* |
| Protectors revenues from audit activity, identifies and recovers underpaid claims, and systematically addresses clinical documentation issues to prevent losses. |

<table>
<thead>
<tr>
<th><strong>BUSINESS OFFICE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Revenue Cycle Compass</em></td>
</tr>
<tr>
<td>Elevates performance across the entire revenue cycle.</td>
</tr>
</tbody>
</table>

| *Self-Pay Compass* |
| Increases collections on self-pay accounts through strategic segmentation and eligibility screening. |

| *Payment Integrity Compass* |
| Combines the latest web-based technologies with professional services to enhance revenue cycle for improved reimbursement, profitability, and payer compliance. |

## COST AND OPERATIONS

| **Emergency Compass** |
| Drives performance improvements in emergency department efficiency, productivity, and revenue by providing COOs and financial and patient care leaders with timely data, analytical tools, and expert advice. |

| **Nursing Compass** |
| Helps hospitals and health systems reduce labor costs and optimize nursing department performance by enhancing visibility into the most important financial and operational performance indicators. |

| **OptiLink** |
| Reduces staffing costs by ensuring optimal day-to-day and hour-to-hour match between staffing levels and workload. |

| **Quality Compass** |
| Elevates patient safety by reducing infection rates and enhancing antimicrobial stewardship through automatic surveillance and real-time reporting. |

| **Surgical Profitability Compass** |
| Drive performance improvement in the operating room by increasing efficiency, reducing supply expenses, and enhancing charge capture. |
The Advisory Board Company in Brief: Crimson
The Preeminent Platform for Hospital-Physician Alignment

CRIMSON CLINICAL ADVANTAGE

<table>
<thead>
<tr>
<th>CONTINUUM OF CARE</th>
<th>CARE REGISTRY</th>
<th>POPULATION RISK MANAGEMENT</th>
<th>OTHER CRIMSON OFFERINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborate with physicians to transform cost and quality performance across the</td>
<td>Improve care of individual patients by harnessing clinical data and providing</td>
<td>Manage total cost and quality for defined populations, including self-insured employee plans;</td>
<td>Leverage total market visibility to strategically drive referral-based growth, strengthen</td>
</tr>
<tr>
<td>continuum of care; provide access to severity-adjusted, visually intuitive</td>
<td>clinicians with actionable, evidence-based clinical prompts at the point of care.</td>
<td>inform risk-based contract negotiations with payers.</td>
<td>physician loyalty, and improve physician alignment.</td>
</tr>
<tr>
<td>performance profiles.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Visibility across all sites of care—inpatient, hospital outpatient, and</td>
<td>• Based on technology developed by physicians at University of Michigan</td>
<td>• Alliance with Milliman MedInsight to provide risk-adjusted benchmarks and actuarial</td>
<td>• Proprietary data and analytics identifies top-referring PCPs and specialists</td>
</tr>
<tr>
<td>ambulatory solutions</td>
<td>Department of Family Medicine</td>
<td>methodologies</td>
<td>• Visibility into referral patterns, including for physicians outside the hospital</td>
</tr>
<tr>
<td>• Guided, insight-oriented analytics with clinically actionable detail</td>
<td>• Dynamic, all-problem patient profile that guides care management</td>
<td>• Population management cost savings opportunity assessments</td>
<td>network</td>
</tr>
<tr>
<td>• Proven technology solution for clinical integration programs</td>
<td>• Customizable rules engine with multisourced clinical care guidelines</td>
<td>• Care gap analyses based on evidence-based guidelines</td>
<td>• Market projections by physician, inpatient, and outpatient product lines</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Consolidated view of providers, service lines, and physician offices</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Benchmarks and “what-if” modeling predict optimal returns</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Proven technology for facilitating provider participation in improvement initiatives</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

500+
Partnering with 500+ hospitals to deliver higher value care

200 K+
Engaging 200,000+ physicians nationwide

35 M+
Benchmarks representing 35 million+ patient lives
CONSULTING AND MANAGEMENT
# The Advisory Board Company in Brief: Consulting & Management

Seasoned, Hands-On Support and Practice Management Services

## PHYSICIAN ALIGNMENT & EMPLOYMENT: SOUTHWIND

- **Achieve full medical staff integration through physician practice management and consulting services addressing physician employment, physician practice acquisition, clinical integration, and alternative models of physician alignment.**

  **Managing the physician enterprise for sustainability**
  Optimize employed physicians’ financial and operational performance through expert management and position the organization for long-term success though operations, finance, and revenue cycle improvement activities.

  **Identifying performance improvement opportunities**
  Maximize your physician practice investment by pinpointing areas for improvement and obtaining detailed, actionable recommendations for optimization.

  **Determining the best method for engaging the medical staff**
  Create a plan for integration according to your institution’s unique medical staff composition and establish guidelines for achieving those strategic goals.

- **Building the clinically integrated enterprise**
  Organize the right physicians into the right structures with the right incentives to navigate the challenges of health care reform.

- **Acquiring physician practices**
  Identify issues that may impact the economics and operations of the physician enterprise prior to acquiring a physician practice, then ensure a smooth transaction and post-acquisition transition.

- **Determining IT needs for the physician enterprise**
  Assure your investment in an information system and EMR is fully realized by leveraging expert resources to guide technology selection, installation, and implementation.

- **Teaching health system leaders how to integrate with physicians**
  Learn best practices and key factors for success in physician employment; discover alignment tactics for achieving full integration with employed and independent physicians.

## OTHER CONSULTING ENGAGEMENTS

- **Capacity**
  Attain smooth patient flow from admission to discharge through coordination and process improvements that create virtual capacity, improve patient satisfaction, and enable access and growth.

- **Emergency Department**
  Create an emergency department with exacting processes and impeccable service delivery.

- **Labor Cost**
  Manage labor costs and staffing through benchmarks, process improvements, and expert guidance.

- **Quality Improvement**
  Identify quality gaps and implement proven strategies to maximize the impact of quality programs.

- **Surgery**
  Pinpoint improvement opportunities in surgical services and elevate performance to maximize access, efficiency, and profitability.

---

<table>
<thead>
<tr>
<th>900+</th>
<th>1,100+</th>
</tr>
</thead>
<tbody>
<tr>
<td>900+ years of “operator” experience in hospital and physician practices</td>
<td>1,100+ engagements completed</td>
</tr>
</tbody>
</table>
TALENT DEVELOPMENT
The Advisory Board Company in Brief: Talent Development

<table>
<thead>
<tr>
<th>LEADERSHIP CULTURE</th>
<th>PHYSICIAN COLLABORATION</th>
<th>LEADER DEVELOPMENT</th>
<th>FRONTLINE IMPACT</th>
<th>PERFORMANCE ACCELERATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultivate a self-sustaining, transformational leadership culture</td>
<td>Build a responsive and collaborative physician culture</td>
<td>Elevate the skills, perspectives, and effectiveness of health care leaders</td>
<td>Unleash the potential of the front line to innovate and lead change</td>
<td>Mobilize leaders to produce measurable results on mission-critical objectives</td>
</tr>
<tr>
<td>• Two-year engagement based on Transformational Leadership research</td>
<td>• Two-year engagement based on Physicians at the Helm research</td>
<td>• Highly flexible structure, designed to meet partner needs</td>
<td>• Defined 18-month experience for each cohort</td>
<td>• Defined six- to nine-month experience for each cohort focusing on finance, quality, or service outcomes</td>
</tr>
<tr>
<td>• Research presentations and education</td>
<td>• Research presentations and education</td>
<td>• Library of 40+ interactive on-site workshops</td>
<td>• Participant-defined and -led projects</td>
<td>• Executive-defined, participant-led projects</td>
</tr>
<tr>
<td>• Best practice implementation support</td>
<td>• Best practice implementation support</td>
<td>• Application sessions, tools, and support</td>
<td>• Sequence of four on-site workshops</td>
<td>• Sequence of three on-site workshops</td>
</tr>
<tr>
<td>• On-site and phone consultation</td>
<td>• On-site and phone consultation</td>
<td>• Online learning resources</td>
<td>• Project planning and accountability tools</td>
<td>• Project planning and accountability tools</td>
</tr>
<tr>
<td>• Whole-house Breakthrough Leadership events</td>
<td>• On-site Leader Development workshops for physician leaders</td>
<td>• Leadership and learning assessment tools</td>
<td>• Local coach support and education</td>
<td>• On-demand project consultation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Serving C-suite to frontline staff in all disciplines: nurses, physicians, non-clinicians, etc.</td>
<td>• Online learning resources</td>
<td>• Online learning resources</td>
</tr>
</tbody>
</table>

Culture Capacity Outcomes