

Table 2.3. Key success factors in HSs, with examples

Success factor	HSs with proven track records
Philosophical commitment to systems integration	Advocate Health Care (IL); Henry Ford Health System (MI)
Clarity of purpose and vision	Baylor Health Care System (TX); Copley Health System (VT)
Strong physician leadership	Fairview Hospital and Healthcare Services (MN); Friendly Hills HealthCare Network (CA); Henry Ford Health System (MI); North Shore Medical Center (MA)
Alignment of financial incentives and rewards that recognize system performance	Samaritan Health System (AZ)
Customer focus on purchasers; enrollees; system components; legal, regulatory, and accrediting agencies; and communities	Appalachian Regional Healthcare (KY, VA, WV); Carolinas HealthCare System (NC, SC); Group Health Cooperative (WA); Laurel Health System (PA)
Information systems and technology that support systems goals and operations	Advocate Health Care (IL); Allina Health System (MN); Graduate Health System (NJ, PA)
Ongoing emphasis on quality improvement	Harvard Pilgrim Health Care (New England); Henry Ford Health System (MI); Lovelace Health Systems and Presbyterian Healthcare Services (NM)
Focus on creating market-driven value	Dartmouth-Hitchcock Health System–Northern Region (New England); Henry Ford Health System and Mercy Health Services (MI)

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