

## Where the physician enterprise and the health system intersect, complexities begin to stack up:

- Are the goals of the enterprise and health system fully aligned?
- Is your physician enterprise delivering true team-based care?
- Are you properly evaluating and compensating your leaders?
- Are you staying on top of the latest trends?

## The Yaffe & Company executive team has solutions.

### Health Reform and the Uncertain Landscape

Running a health system or a physician enterprise with excellence is one thing. Staying on top of the newest wrinkles, whether brought about by health reform or changing politics, is quite another. Physician practices have to improve clinical quality, give patients a better experience, and reduce costs, even as the rules for how to do so continue to change. Trust our team to light your path as you work to achieve TheTriple Aim.

### Alignment Within a Physician Enterprise and Health System

“Strategic Disconnect” often occurs between a physician enterprise and the health system in which it operates. It’s no wonder this happens, because the complexities between the two entities are enormous. Physician practices have to effectively strategize, communicate, and integrate. Trust our team to untangle those complexities, and help your organization achieve world-class performance.

### Value-Based Payment

No matter what happens with the new administration in Washington, value-based payment is here to stay. Physician practices have to prepare now for MACRA, and be ready for any additional changes that occur in the near future. Trust our team to close the gap in any areas where you are not prepared, and help you stay the course amid any other shifts to come.

### Compliance and Security

Many practices assume they are in compliance with regulatory requirements, but find out too late they are not. There is an extremely high investigation rate of complaints, and the fines are staggering. Trust our team to lower your risk, and bring you the relief of knowing you aren’t missing a thing.

### Compensation, Benefits, Retention

The people who work within a physician practice are its greatest asset. In order to attract, properly compensate and evaluate, and retain the best people, your practice needs to rely on the right information and methods. Trust our team’s 40 years of experience in this area, and rest assured that you will have exactly the people you need in place.

### The Cost of Inaction

What if you don’t address each of the five critical areas listed above? There is a real dollar impact, both short- and long-term, of not managing these aspects of your physician practice with excellence. You could miss opportunities. Pay fines. Recruit the wrong people. Fall behind. Lose market share.

Thankfully, the Yaffe & Company Physician Enterprise Solutions Team can help you avoid these negatives. Trust our team to bring its deep experience to your organization, keeping you firmly established and ahead of the rest in this changing environment.

## The Yaffe & Company Physician Enterprise Solution Team



**PRACTICE LEAD**  
**Rick Lopes, MD**  
410-494-4107  
rlopes@yaffeco.com

**Richard T. Lopes, MD, MBA** has more than 30 years of experience in medical group, hospital and health system administration. He recently retired from SCL Health where he served as Executive Vice-President and Chief Population Health Officer. He is board certified in internal medicine, and his career has included leadership roles in large multispecialty group practice, clinical effectiveness program development, health plan management, hospital and health system governance and leadership development, clinical quality and safety, and clinical information systems. He and his wife live in Asheville, North Carolina.



**Rick Borschuk**  
410-494-4111  
rborschuk@yaffeco.com

**Rick Borschuk** has 30 years of experience in health system and physician group consulting and executive management. He has served as CEO, COO, CFO, and Executive Director for healthcare entities throughout the United States. In his most recent roles as the Physician Practice Leader for Sage Growth Partners and as CFO of University Medicine in Providence, R.I., he has developed physician delivery networks organically and through health affiliation, and has managed advanced payment networks and health system ambulatory strategies. He and his family live in Providence, Rhode Island.



**Adrian Long, MD**  
410-494-4123  
along@yaffeco.com

**Dr. Adrian Long, MD** has 35 years of experience as a physician and more than 20 years of physician leadership experience, most recently as Executive Vice President for Medical Affairs and CMO for Saint Agnes Healthcare in Baltimore, MD. Prior to that, he was CEO and Chairman of the Board at the Mid-Atlantic Permanente Medical Group, and before that, he held several positions as a leading physician. At Permanente, he directed the operations of 28 multi-specialty medical offices. At Saint Agnes, he provided clinical leadership as it developed from a community hospital to a regional medical center with an integrated delivery system. He has also served as an adjunct professor in the MBA program of Hopkins School of Professional Studies. He and his family live in Baltimore, Maryland.



**Michael Merson**  
410-494-4168  
mmerson@yaffeco.com

**Mike Merson** is a retired President of MedStar Health, the largest integrated health care delivery system in the Baltimore/Washington corridor, and has served as Chairman of the Board of CareFirst – Blue Cross/Blue Shield. He has held leadership positions in the Maryland Hospital Association, along with several other professional and community associations. He also serves on the Executive Committee of the Baltimore Museum of Art. He and his family live in Baltimore, Maryland.



**Peter Wertheimer**  
410-494-4127  
pwertheimer@yaffeco.com

**Peter Wertheimer** is a skilled consultant who has built his career on a foundation of client service. Peter earned a Master’s of Business Administration from the Johns Hopkins University Carey Business School where much of his coursework centered around health care. He holds an undergraduate degree from Towson University. Peter has been with Yaffe & Company since 2014.

Compliance  
Leadership  
Development  
Integrated Goals

Effective  
Communication  
Compensation  
& Benefits  
Retaining Talent

Alignment with  
Health Reform  
Governance  
Revenue

MACRA  
Triple Aim  
Value-Based  
Payment