

#3. Growth opportunities appear to exist if aggressive action is taken.

<u>Service Lines</u>	<u>U of L Current Market Share</u>	<u>Market Leader</u>	<u>5% Market Share Increase</u>
Oncology	24.0%	Norton	\$ 1,787,551.25
Nervous	24.1%	Norton	\$ 4,357,077.41
Trauma	90.7%	U of L	\$ 330,464.87
Digestive	9.5%	U of L, Norton, Jewish	\$ 4,692,725.98
Musculoskeletal	11.1%	Norton	\$ 8,428,927.89
Total	14%	NORTON	\$ 19,596,747.40
# of ULP Physician FTEs	490		
% of FTEs Practicing at UMC	24%		

Strategic Necessities for Physician Engagement

1. Economic Alignment: Co-Management, Bundled Payments, Risk-based Contracting
2. Clinical Alignment: Performance Improvement Incentives
3. Strategic Alignment: Marketing, Branding, Market Penetration