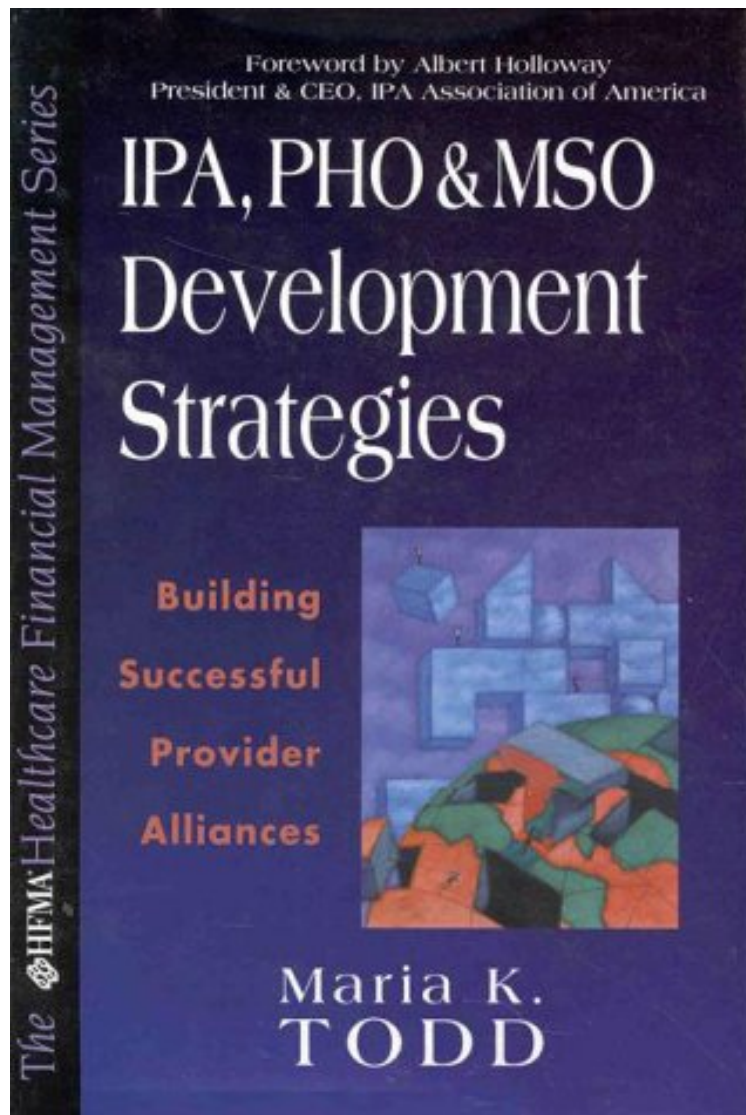


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## **IPA, PHO, and MSO Development Strategies: Building Successful Provider Alliances (Hfma Healthcare Financial Management Series)**

*Maria K. Todd*

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The formation of IPA, PHO and MSO entities are several organizational models that hospitals and physicians are investigating to consolidate clinical service and shared support service. The common goal of these organization types is to create a single business entity to maximize economic clout, provide quality of care and yet preserve some of the traditional values of autonomy. This text includes chapters on: government and regulatory issues pertaining to the development of IPA, PHO and MSO models; capitalization concerns involved with each model; administrative, billing, human resource management and other operational issues involved in the MSO model; and successful and unsuccessful case studies of PHO design.