Physician Relations Strategies In A Changing Healthcare Environment

KSHPRM Fall Conference
October 10, 2011
Who Is Healthcare Strategy Group?

- Formed in 1999
- Based in Louisville, Kentucky
- Growth has averaged 25%+ annually over the last four years
  - 2010 Inc. 5000 list of the fastest-growing private companies in the U.S.
- Repeat business has been strong, with 73% of our revenue from former/existing clients in 2010
- 18 employees
BUILDING A SUCCESSFUL PHYSICIAN ALIGNMENT STRATEGY

MUTUAL SUCCESS

CLINICAL INTEGRATION
- Changing Physician Behavior
- Improved Care Processes
- Focus on Value

BUILDING COMMON VISION AND CULTURE
- Physician Leadership
- Medical Staff Culture
- Employed Group Culture

PHYSICIAN EMPLOYMENT STRATEGY
- Practice Acquisition
- Primary Care Strategy
- Compensation Philosophy

ECONOMIC INTEGRATION OPTIONS
- Co-Management
- Joint Ventures
- Employment
- Accountable Care Organizations

MEDICAL STAFF GROWTH AND DEVELOPMENT
- Physician Marketing Strategy
- Physician Recruitment Strategy
- Physician Leadership Development

PHYSICIAN MANPOWER PLANNING
- Primary Care Base
- Physician Recruitment Plan
- Specialty Strategy
- Financial Plan

STRATEGY
- Service Lines Priorities
- Marketing Strategy
- Geographic Priorities
- Financial Strategy
Agenda

• What Has Changed…
• Physician Recruitment and Marketing
• Physician Employment
• Building a Physician Brand
• Importance of Physician Strategic Planning
• Questions/Discussion
What Has Changed.....

- Government regulations
- How hospitals recruit / culture
- Physician employment
- Physician liaisons
- Branding physicians
- How to integrate physician strategy
Physician Recruitment

- Employment structure
- Manpower Plan
- Recruitment
  - Private Practice
  - Net Income Guarantee
  - Employment
Physician Marketing

• What makes a good visit?
  – Listening
  – Solving ANY problems for the practice
  – Measure and track data
    • Hard and soft data are both good
  – FOLLOW UP!!!
  – Weekly meetings with senior staff

• Frequency of visits
  – Staff dependent, but once a week is good
Physician Marketing

• How to build referrals
  – Referral directory for front staff
  – “Hotline” mentality…one call
  – Awareness of who is in network
    • Social settings
      – Physician meet and greet
      – OM meet and greet
    • MD visit
  – COMMUNICATION
Physician Marketing

• What message to deliver?
  – We are here to help
  – Awareness of new initiatives, equipment physicians
  – Make the front office’s job easier
  – Bring a friend (Floor nurse, another MD, CEO)
Physician Practice Management

• Physician Management
  – Management reporting dashboard (ease of access to, and accuracy of, the data below?)
    • Charges, Receipts, AR
    • Physician productivity (wRVUs)
    • P & L
    • Benchmarking
    • Monthly COMMUNICATION
    • Compensation structure / contract
    • Build a CULTURE – Physician Leadership
Physician Practice Management

- Physician Management – Meetings
  - Monthly
    - Billing (maybe more)
    - OMs
    - Physicians
  - Biweekly
    - Get OMs together biweekly, then monthly
      - Coding Updates
      - JCAHO
      - Reimbursement education

- Physician Leadership / Advisory Council
Building a Physician Brand

• Make it a provider of choice
  – “I want to go to a Hospital ABC doc”
  – Signage, standardization of practices, etc.

• Best practice for recruitment – new physicians
  – Know your needs – more on that later
  – Recruitment firms
    • Retained & Contingency Mix
    • Recruit to private practice or employ???...market specific

• Best practice for recruitment – existing physicians
  – Due Diligence, Valuations, Benchmarks, FMV
  – Standardize contracts and compensation
Building a Physician Brand

• BUILD THE CULTURE
  – From first day to year anniversary
  – Physician leadership
  – Management of expectations
Physician Strategic Planning

• Physician Manpower Plan
  – Physician Needs Analysis
  – Inventory physicians in market
  – Compare to physician to population ratios
  – Assess physician need
  – Develop recruitment strategy
  – Based on need and overall strategy
    • Dermatology vs. Orthopedics
Physician Strategic Planning

• Best Practices
  – Benchmarks and Fair Market Values
    • New physicians
    • Experienced physicians
  – Due Diligence and valuations
  – Production based to mirror private practice
    • Set targets
  – Measure and pay quarterly
  – Develop physician leadership
Putting it all together

• COMMUNICATE…not necessarily meet
• BUILD A CULTURE
• PHYSICIAN LEADERSHIP
  – Employed Network Board
• KNOW WHERE YOU ARE
• LET STRATEGIC PLAN GUIDE WHERE YOU ARE GOING
QUESTIONS / DISCUSSION

M. Davis Creech, MBA, MHA
Director, Business Development
(502) 814-1183 = Direct
(502) 550-8652 = Cell
dcreech@healthcarestrategygroup.com