Strategies for Strengthening Physician Hospital Relationships

Baptist Leadership Institute
SHSMD/Mitretek Healthcare National Study

Mitretek Healthcare
Strategy and Innovation in the Public Interest
Objectives of Session

- Gain a better understanding of the multiple factors placing stress on physicians and making it increasingly difficult for them to align either with one another or with their hospital.
- Examine the various strategies used for aligning with physicians and how effective they are from the perspective of CEOs, physician leaders, strategic planners, and physician relations staff throughout the U.S.
- Discussion of high priority strategies for strengthening physician-hospital relationships.
Importance of Physician-Hospital Alignment

The future of hospitals and physicians are inextricably intertwined: and thus, they must aggressively seek new and more creative models for working together…

…Hospitals and physicians, with willingness to break new ground and create more effective alliances, will set the standards for the next century and become strong competitors in their markets.

- Craig Holm, “The Challenges of Physician-Health System Partnerships”
So what makes it so difficult?

**Hospital Administrators**
- Hierarchical
- Strategic
- Medium/long timelines
- Operational orientation
- Economic accountability
- Football team
- Organizational investments

**Physicians**
- Collegial
- Tactical
- Short/medium timelines
- Customer orientation
- Clinical accountability
- Track team
- Personal investment of funds

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So how do we get aligned??
So what makes it so difficult?

Stressors on Hospitals
- Weak payment …need to grow select profitable services
- Staffing shortages
- Medical errors
- Changing medical technology
- Increasing customer expectations
- Capacity constraints
- Increased competition from private providers re: niche services

Stressors on Physicians
- Clinical autonomy
- Providing high quality care
- Reasonable compensation for the work that they do
- Guaranteed revenue stream
- Managing their own business enterprise
- Coping with outrageous malpractice insurance
- Demands of being on call
- Achieving a balanced lifestyle

So how do we get aligned??
Learning how to see things differently!!

Remember that the dynamics operating within each local/regional market and/or set of physician-hospital relations vary greatly…

…The key to success is “seeing” what is there and tailoring your approach.
Focus of Our Study

What is the range of strategies that hospitals and healthcare systems are using to strengthen physician-hospital alignment; and which strategies are having a positive impact?
SHSMD/Mitretek Healthcare National Study

- An e-mail was sent to almost 3,000 Society for Healthcare Strategy and Market Development (SHSMD) organizational members, asking them to complete the survey and encourage their CEO and a physician leader to complete the survey.

- 362 individuals completed the survey and 1/3 indicated that they would be willing to be interviewed on the phone.

- Approximately 40 interviews have been conducted on the phone.

- SHSMD is planning to publish a book summarizing the results later this year.
# National Survey - Demographics

**362 surveys - 300 hospitals**

<table>
<thead>
<tr>
<th>Number of Beds</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-25 beds</td>
<td>4%</td>
</tr>
<tr>
<td>26-49 beds</td>
<td>7%</td>
</tr>
<tr>
<td>50-99 beds</td>
<td>10%</td>
</tr>
<tr>
<td>100-199 beds</td>
<td>26%</td>
</tr>
<tr>
<td>200-299 beds</td>
<td>20%</td>
</tr>
<tr>
<td>300+ beds</td>
<td>33%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban</td>
<td>36%</td>
</tr>
<tr>
<td>Suburban</td>
<td>31%</td>
</tr>
<tr>
<td>Rural</td>
<td>33%</td>
</tr>
</tbody>
</table>
# National Survey - Demographics

362 surveys - 300 hospitals

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>President/CEOs</td>
<td>28%</td>
</tr>
<tr>
<td>Physician Relations</td>
<td>20%</td>
</tr>
<tr>
<td>Physician Leaders</td>
<td>17%</td>
</tr>
<tr>
<td>Marketing/PR</td>
<td>17%</td>
</tr>
<tr>
<td>Strategic Planners</td>
<td>12%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
</tr>
<tr>
<td>Academic Medical Centers</td>
<td>5%</td>
</tr>
<tr>
<td>Teaching Community Hospitals</td>
<td>22%</td>
</tr>
<tr>
<td>Community Hospitals</td>
<td>68%</td>
</tr>
<tr>
<td>Specialty Hospitals</td>
<td>5%</td>
</tr>
</tbody>
</table>
# National Survey - Demographics

300 hospitals…43 states (those with 10 or more respondents are listed below)

<table>
<thead>
<tr>
<th>State</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maine</td>
<td>30</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>27</td>
</tr>
<tr>
<td>Ohio</td>
<td>25</td>
</tr>
<tr>
<td>New York</td>
<td>18</td>
</tr>
<tr>
<td>California</td>
<td>17</td>
</tr>
<tr>
<td>Florida</td>
<td>15</td>
</tr>
<tr>
<td>North Carolina</td>
<td>14</td>
</tr>
<tr>
<td>Maryland</td>
<td>14</td>
</tr>
<tr>
<td>Illinois</td>
<td>14</td>
</tr>
<tr>
<td>Georgia</td>
<td>14</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>13</td>
</tr>
<tr>
<td>Michigan</td>
<td>12</td>
</tr>
<tr>
<td>Iowa</td>
<td>12</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>11</td>
</tr>
<tr>
<td>Texas</td>
<td>10</td>
</tr>
</tbody>
</table>
# National Survey - Demographics

## Competition: Hospital – vs. – Hospital

<table>
<thead>
<tr>
<th>Competition Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Competitive</td>
<td>48%</td>
</tr>
<tr>
<td>Moderately Competitive</td>
<td>41%</td>
</tr>
<tr>
<td>Not Very Competitive</td>
<td>11%</td>
</tr>
</tbody>
</table>

## Competition: Hospital – vs. – Physicians

<table>
<thead>
<tr>
<th>Competition Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Competitive</td>
<td>20%</td>
</tr>
<tr>
<td>Moderately Competitive</td>
<td>62%</td>
</tr>
<tr>
<td>Not Very Competitive</td>
<td>18%</td>
</tr>
</tbody>
</table>
Survey Results

**Overall Rating Of Hospital-Physician Relationships**

The Hospital’s relationship with members of the active medical staff.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>National (362)</td>
<td>0%</td>
<td>5%</td>
<td>12%</td>
<td>36%</td>
<td>36%</td>
<td>11%</td>
</tr>
</tbody>
</table>

47%  We are doing “very well.”

36%  Some things are working; but we have some serious work to do.

17%  We are having some serious problems.
Survey Results

**Existing Relationship Between Medical Staff and Hospital**

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Percent Rating &quot;5 - 6&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>President/CEO</td>
<td>69.6%</td>
</tr>
<tr>
<td>Physician Leader</td>
<td>31.1%</td>
</tr>
<tr>
<td>Physician Relations</td>
<td>33.8%</td>
</tr>
<tr>
<td>Strategic Planner</td>
<td>30.2%</td>
</tr>
</tbody>
</table>

**Existing Relationship Between Referring Physicians and Hospital**

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Percent Rating &quot;5 - 6&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>President/CEO</td>
<td>57.5%</td>
</tr>
<tr>
<td>Physician Leader</td>
<td>21.3%</td>
</tr>
<tr>
<td>Physician Relations</td>
<td>25.7%</td>
</tr>
<tr>
<td>Strategic Planner</td>
<td>23.8%</td>
</tr>
</tbody>
</table>

*If perception is reality???
<table>
<thead>
<tr>
<th>TEN MOST EFFECTIVE STRATEGIES</th>
<th>% “YES”</th>
<th>% “5 - 6”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employ intensivists</td>
<td>30%</td>
<td>75%</td>
</tr>
<tr>
<td>Employ VPMA</td>
<td>73%</td>
<td>74%</td>
</tr>
<tr>
<td>Employ hospitalists</td>
<td>51%</td>
<td>74%</td>
</tr>
<tr>
<td>Provide financial support for recruitment to independent practices</td>
<td>83%</td>
<td>72%</td>
</tr>
<tr>
<td>Retreats limited to physician leaders and management</td>
<td>39%</td>
<td>70%</td>
</tr>
<tr>
<td>Formal Physician Relations Program with professional staff responsible for spending time with active medical staff and their office staff</td>
<td>56%</td>
<td>68%</td>
</tr>
<tr>
<td>Planning retreats that include board members, physicians and senior management</td>
<td>71%</td>
<td>68%</td>
</tr>
<tr>
<td>Actively engage physicians in planning clinical service lines or centers of excellence</td>
<td>83%</td>
<td>66%</td>
</tr>
<tr>
<td>Employ primary care physicians</td>
<td>72%</td>
<td>65%</td>
</tr>
<tr>
<td>Employ some office based specialists</td>
<td>57%</td>
<td>64%</td>
</tr>
<tr>
<td>TEN MOST EFFECTIVE STRATEGIES</td>
<td>% “YES”</td>
<td>% “5 - 6”</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
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</tr>
<tr>
<td>Employ some office based specialists</td>
<td>57%</td>
<td>64%</td>
</tr>
<tr>
<td>TEN VERY EFFECTIVE STRATEGIES…but…LOW USE</td>
<td>% “YES”</td>
<td>% “5 - 6”</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>---------</td>
<td>----------</td>
</tr>
<tr>
<td>Retreats limited to physicians</td>
<td>18%</td>
<td>61%</td>
</tr>
<tr>
<td>Provide some degree of relief – physician malpractice premiums</td>
<td>28%</td>
<td>56%</td>
</tr>
<tr>
<td>Employ intensivists</td>
<td>30%</td>
<td>75%</td>
</tr>
<tr>
<td>Physicians – 25% of system board membership</td>
<td>31%</td>
<td>55%</td>
</tr>
<tr>
<td>Individual managers assigned a select number of physicians</td>
<td>31%</td>
<td>51%</td>
</tr>
<tr>
<td>Pay physicians stipend for co-management of clinical service lines</td>
<td>32%</td>
<td>53%</td>
</tr>
<tr>
<td>Retreats limited to physician leadership and senior mgt.</td>
<td>39%</td>
<td>70%</td>
</tr>
<tr>
<td>Physicians – 25% of hospital board membership</td>
<td>42%</td>
<td>55%</td>
</tr>
<tr>
<td>Physician Relations Program spending time with referring physicians</td>
<td>50%</td>
<td>54%</td>
</tr>
<tr>
<td>Close to 30% physician representation on Planning Committee</td>
<td>52%</td>
<td>56%</td>
</tr>
<tr>
<td>Have developed clinical joint ventures with physicians</td>
<td>52%</td>
<td>56%</td>
</tr>
</tbody>
</table>
Most Common Themes Found Within 739 Written Comments

223 Communicate, communicate, communicate… Be open, honest, trustworthy… Listen, understand issues and concerns… Take action and demonstrate results

152 Involve physicians in… strategic planning… clinical service planning and management… addressing operational issues… Engage them in leadership roles re: crafting solutions… Increase membership on the Board and on board committees… (Don’t just “involve”… get them to assume leadership)

74 Visibility/accessibility of CEO and Senior Management… Significant one-on-one time having face-to-face conversations… Visit their offices… Get to know their office staff

64 Create an Office of Physician Relations with talented staff

61 Align economic incentives… Share the dollar… Pursue joint ventures
Most Common Themes Found Within 739 Written Comments

45  Invest in leadership development for current and future physician leaders… Invest in a VPMA and provide him/her with appropriate support and leadership development

40  Support the growth of private practices… Board approved Medical Staff Development Plan… Financial support for recruitment… Focus on retention… Provide effective orientation of new physicians… Help them get to know one another

30  Build an organizational culture that is committed to providing high quality, state of the art, personable care for patients and families

30  Implement improvements in infrastructure and processes to ensure efficient and accessible services

20  Work to improve information systems in order to provide physicians with ready access to clinical information
A “Road Map” for Success

Communication
...Openness...
Trust...Respect

Substantive
involvement in
decision making

Multiple strategies
for alignment of
economic interests

Visibility/
accessibility of
CEO/Sen. Mgt.

Information
systems

Infrastructure
improvements to
improve efficiency/
accessibility of care

High quality/ safe
patient care

Appropriate support
for physician
practice growth

Positive
organizational
culture

Physician
leadership
development

Keys To
Success

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practice growth

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organizational
culture

Physician
leadership
development

Keys To
Success
More Detailed Findings on Key Strategies
### Strategies for Success:

**1. Communicate in an Honest and Open Manner**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Yes (%)</th>
<th>“5 - 6” (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have a formal physician relations program with professional staff</td>
<td>56%</td>
<td>68%</td>
</tr>
<tr>
<td>responsible for spending time with active medical staff members and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>their office staffs in an effort to strengthen physician-hospital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>relationships</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct formal individual and/or group interviews with physicians</td>
<td>78%</td>
<td>63%</td>
</tr>
<tr>
<td>to identify their issues and concerns</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have a formal physician relations program responsible for</td>
<td>50%</td>
<td>54%</td>
</tr>
<tr>
<td>spending time with referring physicians, who are not members of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>our active staff, in an effort to grow referrals to our physicians and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>hospital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use printed surveys with physicians to identify issues</td>
<td>69%</td>
<td>53%</td>
</tr>
<tr>
<td>Sponsor social gatherings for physicians and/or physicians and spouses</td>
<td>60%</td>
<td>51%</td>
</tr>
<tr>
<td>Assign individual senior managers a select number of physicians;</td>
<td>31%</td>
<td>51%</td>
</tr>
<tr>
<td>they are expected to develop relationships with them in order to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>identify/address any issues or concerns they may have</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Strategies for Success:

1. Communicate in an Honest and Open Manner

**Actions**

- President’s Report
- Brainstorming session with “mid-career” physicians
- Conduct formal physician survey every two years
- Regular newsletters, informal newsletter, active use of e-mail
- Management sponsors “dilemma dinners” to address significant problems of interest to physicians that we need to solve together
- Weekly informational packets to physicians, board, senior mgt.
- Provide opportunity for physicians to engage with one another, e.g., retreats, committees, CMEs
Strategies for Success:

2. Involve Physicians in Decision Making

Three of the top ten strategies in the survey that received the highest effectiveness ratings involve ways of engaging physicians in strategic decision making…

…It is one of the most important contributing factors in achievement of true alignment between hospitals and physicians. It is also one of the key factors leading to feelings of trust and credibility.
## Strategies for Success:

### 2. Involve Physicians in Decision Making

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Yes</th>
<th>“5 - 6”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retreats limited to physicians and senior management</td>
<td>39%</td>
<td>70%</td>
</tr>
<tr>
<td>Retreats for board members, physicians, senior management</td>
<td>71%</td>
<td>68%</td>
</tr>
<tr>
<td>Physicians actively involved in planning/management of clinical services/centers of excellence</td>
<td>83% / 59%</td>
<td>66% / 52%</td>
</tr>
<tr>
<td>Interviews with physicians to identify issues and concerns</td>
<td>78%</td>
<td>63%</td>
</tr>
<tr>
<td>Retreats limited to physicians only</td>
<td>18%</td>
<td>61%</td>
</tr>
<tr>
<td>Medical Staff Development Plan – significant physician input</td>
<td>72%</td>
<td>59%</td>
</tr>
<tr>
<td>30% membership on Board’s Strategic Planning Committee</td>
<td>51%</td>
<td>59%</td>
</tr>
<tr>
<td>At least 25% membership on System/Hospital Board</td>
<td>31% / 42%</td>
<td>55% / 55%</td>
</tr>
</tbody>
</table>
2. Involve Physicians in Decision Making

**Actions**

- Expand physician membership on boards/committees
- Use physician task forces to address specific issues
- Create President’s Advisory Group to discuss issues important to physicians
- A ‘Strategy Group’ of physicians meets every other month on planning issues
- Set criteria for selecting physicians who serve:
  - Credibility with medical staff
  - Representation of key groups
  - Leadership capabilities
  - Commitment to hospital
  - Willingness to manage conflicts of interest
Strategies for Success:  
3. Align Economically with Physicians

In an environment within which neither party is generating the profits they need to generate... and reimbursement is likely to get worse.

- **PREFERRED OPTION**
  - COLLABORATIVE PARTNERS

- **OPTION 2**
  - AGGRESSIVE COMPETITION

Only 14% have implemented economic credentialing with their medical staff... 65% of those “don’t know” what impact it is having on physician-hospital relationships.
### Strategies for Success:

3. **Align Economically with Physicians**

**Common healthcare executive responses...**

<table>
<thead>
<tr>
<th>Response</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denial:</td>
<td>The “No way” stage. “This won’t happen! It can’t happen! It must be illegal!”</td>
</tr>
<tr>
<td>Anger:</td>
<td>The “Why me?” stage. “How can they do this to us?”</td>
</tr>
<tr>
<td>Bargaining:</td>
<td>The “Okay, but...” stage. “Please don’t do this. If you promise not to do it, we will work with you.”</td>
</tr>
<tr>
<td>Depression:</td>
<td>The “Yes, it is really happening” stage. “They are going to do it; and we are going to suffer!”</td>
</tr>
<tr>
<td>Acceptance:</td>
<td>The “It is happening; and it is okay” stage. “Okay, let’s talk about how we can work together collaboratively.”</td>
</tr>
</tbody>
</table>

* Rober D. Strode, *GAO Report - Specialty Hospitals*
### Strategies for Success: 3. Align Economically with Physicians

**Economic Alignment Strategies**

<table>
<thead>
<tr>
<th>Listed in the Order of “5 - 6” Ratings</th>
<th>Yes</th>
<th>“5 - 6”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employ intensivists</td>
<td>30%</td>
<td>75%</td>
</tr>
<tr>
<td>Employ VP of Medical Affairs</td>
<td>73%</td>
<td>74%</td>
</tr>
<tr>
<td>Employ hospitalists</td>
<td>51%</td>
<td>74%</td>
</tr>
<tr>
<td>Employ primary care physicians</td>
<td>72%</td>
<td>65%</td>
</tr>
<tr>
<td>Employ some office-based specialists</td>
<td>57%</td>
<td>64%</td>
</tr>
<tr>
<td>Joint ventures</td>
<td>52%</td>
<td>56%</td>
</tr>
<tr>
<td>Malpractice relief</td>
<td>28%</td>
<td>56%</td>
</tr>
<tr>
<td>Pay stipend for Med. Directorships</td>
<td>67%</td>
<td>54%</td>
</tr>
<tr>
<td>Collaborative managed care contracting</td>
<td>57%</td>
<td>53%</td>
</tr>
<tr>
<td>Pay a stipend for co-management of major clinical services</td>
<td>32%</td>
<td>53%</td>
</tr>
<tr>
<td>Infrastructure to increase efficiency/improve patient access</td>
<td>72%</td>
<td>50%</td>
</tr>
</tbody>
</table>
## Strategies for Success:

### 3. Align Economically with Physicians

#### Economic Alignment Strategies

<table>
<thead>
<tr>
<th>Listed in the Order of “5 - 6” Ratings</th>
<th>Yes</th>
<th>“5 - 6”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure to increase physician efficiency</td>
<td>73%</td>
<td>47%</td>
</tr>
<tr>
<td>Grow clinical services that enhance physician income</td>
<td>62%</td>
<td>46%</td>
</tr>
<tr>
<td>Coding training for physician office staff</td>
<td>56%</td>
<td>45%</td>
</tr>
<tr>
<td>Pay physicians a stipend for being on call in the ED</td>
<td>38%</td>
<td>43%</td>
</tr>
<tr>
<td>Equity opportunity in real estate</td>
<td>26%</td>
<td>38%</td>
</tr>
<tr>
<td>Participate in risk sharing contracts with the medical staff</td>
<td>31%</td>
<td>38%</td>
</tr>
<tr>
<td>Actively advertise independent physicians</td>
<td>37%</td>
<td>36%</td>
</tr>
<tr>
<td>Bond transactions</td>
<td>10%</td>
<td>36%</td>
</tr>
<tr>
<td>Economic credentialing</td>
<td>14%</td>
<td>33%</td>
</tr>
<tr>
<td>Gain sharing</td>
<td>14%</td>
<td>32%</td>
</tr>
</tbody>
</table>
### Strategies for Success:

3. **Align Economically with Physicians**

#### Types of Joint Ventures

<table>
<thead>
<tr>
<th># of Hospitals</th>
<th>Types of Joint Ventures</th>
</tr>
</thead>
<tbody>
<tr>
<td>51</td>
<td>Ambulatory Surgery Centers</td>
</tr>
<tr>
<td>20</td>
<td>Cardiology</td>
</tr>
<tr>
<td>16</td>
<td>Radiology</td>
</tr>
<tr>
<td>8</td>
<td>Oncology</td>
</tr>
<tr>
<td>7</td>
<td>GI Centers</td>
</tr>
<tr>
<td>4</td>
<td>Medical Office Buildings</td>
</tr>
</tbody>
</table>

(74 other types of ventures by 1-3 hospitals)
Strategies for Success:
3. *Align Economically with Physicians*

Joint Ventures

“Educate...physicians...board members...executives.”

“Develop a formal JV philosophy, criteria, a process - before initiating any.”

“Keep the process simple.”

“Recognize the difficulties.”
Strategies for Success:
3. Align Economically with Physicians

ED Call Issue…

“Some of our specialists are going to courtesy staff to avoid call.”

“We aren’t paying now, but it is coming…The first step is to pay for covering uncompensated care.”

“We subsidize recruitment of new specialists, and we put in the contract that they will agree to cover the ED for five years.”

“We are developing a call payment policy based on ‘burden’. May be limited to Orthopedics and General Surgery.”

“We are negotiating a “1 in 3” coverage as “required”…Anything more than that we will pay the rate of locum tenens ($1,000 per day +/-).”

“We are now paying as much as $4,000 per night for some specialties. We don’t know what else we can do about it. Everyone in our market is paying a stipend.”
Strategies for Success:
3. Align Economically with Physicians

**Economic Credentialing**

“Develop tolerance for competitive dynamics…Explore options; but, when necessary, demonstrate that you are able to compete in terms of access and quality.”

“Develop written policy re: competition/conflict-of-interest:
- Recognize legitimacy of competitive dynamics
- Steps physicians may take re: competitive hospital initiatives
- Criteria and options hospital will consider re: competitive physician initiatives
- Formal process for resolving differences”
Strategies for Success:  
4. Improve Efficiency/Accessibility of Care

**Actions**

- 81% have implemented clinical information systems designed to improve the efficiency of care (48% very satisfied)

- 73% have implemented clinical information systems to provide physicians access to information when outside the hospital (61% very satisfied)

- Physician Operations Committee that meets quarterly

- Invest in infrastructure to support efficiency and improve access

- We have trained Anesthesiologists to never say “no” to physicians
## Strategies for Success: 5. Support for Physician Practices

<table>
<thead>
<tr>
<th>Focusing on Practice Growth</th>
<th>Yes</th>
<th>“5 - 6”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial support for recruitment to independent practices</td>
<td>83%</td>
<td>72%</td>
</tr>
<tr>
<td>Written Medical Staff Development Plan</td>
<td>72%</td>
<td>59%</td>
</tr>
<tr>
<td>Information system support for independent practices</td>
<td>53%</td>
<td>50%</td>
</tr>
<tr>
<td>Physician Relations Program spending time with referring physicians</td>
<td>50%</td>
<td>54%</td>
</tr>
<tr>
<td>Provide training for office staff related to coding, billing and collections</td>
<td>56%</td>
<td>45%</td>
</tr>
<tr>
<td>Other types of management support for independent practices</td>
<td>46%</td>
<td>43%</td>
</tr>
<tr>
<td>Actively advertise independent practices</td>
<td>37%</td>
<td>36%</td>
</tr>
</tbody>
</table>
### Strategies for Success:
5. Support for Physician Practices

<table>
<thead>
<tr>
<th>Focusing on Retention</th>
<th>Yes</th>
<th>“5 - 6”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide a formal orientation program</td>
<td>67%</td>
<td>61%</td>
</tr>
<tr>
<td>Social gatherings – physicians and spouses</td>
<td>60%</td>
<td>51%</td>
</tr>
<tr>
<td>Breakfast meetings for informal conversations</td>
<td>40%</td>
<td>50%</td>
</tr>
<tr>
<td>Arrange luncheon meetings between physicians</td>
<td>47%</td>
<td>49%</td>
</tr>
<tr>
<td>Introduce new physicians to other members of the medical staff</td>
<td>45%</td>
<td>47%</td>
</tr>
<tr>
<td>Introduce new physicians to the community</td>
<td>37%</td>
<td>46%</td>
</tr>
<tr>
<td>Provide new physicians with a “mentor”</td>
<td>27%</td>
<td>43%</td>
</tr>
<tr>
<td>Introduce spouses of new physicians to the community</td>
<td>20%</td>
<td>36%</td>
</tr>
</tbody>
</table>
Strategies for Success:
5. Support for Physician Practices

Actions

- Medical Staff development plans (72% have one, 59% rate very effective)
- Financial support for recruitment to independent physicians (83% provide, 72% rate very effective)
- MD Liaison/Ambassador Program
- Offer education and support for physician office staff employees
- Monthly luncheon workshops
Strategies for Success:
5. Support for Physician Practices

**Hospitalists**

51% have hospitalists and 74% are very satisfied

“Some of our biggest users today offered the greatest resistance in the beginning.”

“Research indicates that quality, costs and patient satisfaction have improved…PCP annual revenue can improve by $40K.”

“Creating the program has to be a physician-driven process.”

“Invest the time to recruit those with appropriate skills…provide training.”

“The unintended consequence is that primary care physicians seldom come to the hospital anymore!!!”

“Have formal strategies for aligning them with your referring physicians and specialists.”
“The big difference between winners and losers, whether they are organizations or individuals, is that winners understand that learning, teaching and leading are inextricably intertwined.”

Noel Tichy, author

*The Leadership Engine: How Winning Companies Build Leadership at Every Level*
Strategies for Success:
6. Develop Physician Leaders

**ACTIONS**

- Employ a VPMA (74% survey respondents rated this very effective)
- Financial support for leadership development for current physician leaders (67% provide, 58% rate very effective)
- Financial support for future physician leaders (57% provide, 50% rate very effective)
- Retain external coaches (29% provide, 41% rate very effective)
- Together, read and discuss the latest leadership books
Strategies for Success:

7. Positive Organizational Culture

ACTIONS

- Physician Satisfaction Task Force
- Focus on “Team Work”
- Detailed “physician code of conduct”
- Survey physicians periodically
- Align actions with words
- Do as you say
- Planetree Model for patient care throughout the system
- Focus on service excellence – Baptist Leadership Institute
Creating a Great Culture

- Create an organizational culture built on open communication
- Create a “no secrets” environment
- Create a “no excuses” environment
- Create a culture where physicians feel valued, manage their own morale, behave like owners
9 Barriers to Cultural Change

1. Failure to set clear direction and mission
2. Lack of staff ownership, buy-in
3. Fragmented communication
4. Inadequate data collection and performance measurement process
5. Failure to hold staff accountable for performance
6. Lack of recognition and rewards program
7. Satisfaction with the status quo
8. Insufficient leadership commitment and visibility
9. Lack of cultural openness
Strategies for Success:
8. Provide High Quality/Safe Patient Care

**ACTIONS**

- 76% attempting to improve peer review (only 43% very positive)
- Implement quality improvement through collaborative efforts of nursing and physicians
- Educate on clinical outcomes
- Engage in Baldridge award process
- Apply for Magnet Hospital status
- Create Quality Steering Committee that meets every week to discuss patient and safety issues and do rounds on floors
- Post quality results, e.g., infection rates, CMS indicators, etc.
Strategies for Success:
9. Information Systems

**ACTIONS**

- Carefully invest in information systems...fall short of expectations and are expensive to implement

- Engage physicians in process, keys to success:
  - Use effective governance structure
  - Appoint senior executives and physicians as “champions”
  - Hire IT staff who are effective change agents
  - Engage VPMA as a leader
  - Involve technophiles, technophobes, and willing participants
  - Focus on physicians’ needs
  - Start simple and easy...build on success

- Create highly user-friendly “physician portal” to the clinical information system
Strategies for Success:
9. Information Systems

ACTIONS

- 81% invested in information systems to improve the efficiency and safety of care. (48% very effective)
- 73% invested in information systems to provide physicians with ready access to clinical info when they are outside the hospital (61% very effective)
- 53% have provided some level of information systems support for physician offices. (50% very effective)
- “We formed a PHO years ago that did next to nothing… Recently, the physicians began advocating for electronic medical records in their office and in the hospital…The PHO took the lead and applied for/ received a grant to support the implementation of a new system.”
Strategies for Success:  
10. Be Visible & Accessible

**ACTIONS**

- CEO and VPs do regular rounds
- Regular “Open Forums” (limited attendance but valuable to those present)
- Monthly breakfast meetings
- Senior Manager’s office “in” the medical staff lounge
- 31% have Senior Managers who are assigned to physicians to maintain on-going relationships (51% very positive impact)
- 56% Physician Relations Program for members of active staff (68% very satisfied)
- 50% Physician Relations Program for referring physicians (54% very satisfied)
A MAJOR CONCLUSION OF THE STUDY

The need for a “Physician Hospital Alignment Plan”

- Communication: Openness, Trust, Respect
- Visibility/accessibility of CEO/Senior Mgt.
- Information systems
- High quality/safe patient care
- Positive organizational culture
- Multiple strategies for alignment of economic interests
- Infrastructure improvements to improve efficiency/accessibility of care
- Appropriate support for physician practice growth
- Physician leadership development
- Substantive involvement in decision making
- High quality/safe patient care
- Communication: Openness, Trust, Respect
Upcoming Seminars

Creating a Culture of Excellence
November 2-3, 2006
February 13-14, 2007
June 14-15, 2007

The Baldrige Journey to Excellence
February 14-15, 2007

Developing Leadership Excellence
April 26-27, 2007

For more information, call Becky Siegel at 850-469-7860