

“Reality Based Perspective
on the Changing Scene in
Employing Physicians in the
last 3 years”

Who We Are... Kettering Health Network

Non-profit network of:

Hospitals/Medical Centers—8

Free-standing ED's—2

Emergency Departments—10

Dedicated Cancer Center—1

Behavioral Health—1

Employed Physician Group (KPN) —1

Free-Outpatient Facilities—150+

- KHN employees - 12,083
- ED visits - 297,862
- Licensed beds - 1,492
- Discharges - 56,939

Who Am I.... George Lewis, President

- Kettering Physician Network

KETTERING PHYSICIAN NETWORK

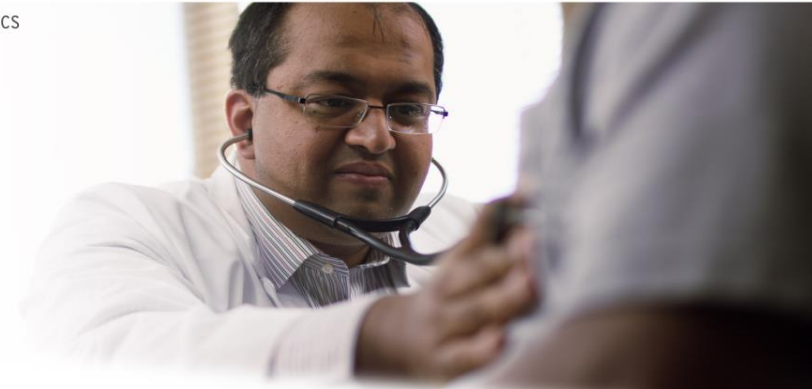
Kettering Physician Network represents more than 480 board certified physicians and advanced practice providers with an extensive range of medical specialties in more than 150 convenient locations throughout the Greater Dayton and Cincinnati areas.

SPECIALTIES

- Addiction Medicine
- Bariatric Surgery
- Behavioral Health
- Cardiology, Electrophysiology
- Cardiology, Invasive and Non-Invasive
- Cardiothoracic Surgery
- Emergency Medicine
- Endocrinology
- Family Medicine
- Gastroenterology
- General Surgery
- Geriatrics
- Gynecologic Oncology
- Gynecology
- Head and Neck Surgery
- Hematology/Oncology
- Hospital Medicine
- Infectious Disease
- Internal Medicine
- Neonatology
- Nephrology
- Neurology
- Neuro-oncology
- Neurosurgery
- Obstetrics
- Orthopedic Surgery
- Otolaryngology (ENT)
- Pain Management
- Pediatrics
- Perinatology
- Plastic Surgery
- Podiatry
- Psychiatry, Child and Adolescent
- Psychiatry, General
- Psychology
- Psychology, Neurological
- Pulmonary Medicine
- Radiation Oncology
- Reproductive Medicine / Infertility
- Rural Health Clinics
- Sports Medicine
- Telemedicine
- Trauma Surgery
- Urgent Care
- Urogynecology
- Urology
- Vascular Surgery

“As physicians, we are only a single part of healing a patient. It takes a team, a community, and faith.”

— REHAN AHMED, DO
CARDIOLOGY



Rehan Ahmed, DO
Cardiology



Manisha Nanda, DO
Hematology and Oncology

2016 by the numbers

355 PHYSICIANS

105 ADVANCED PRACTICE PROVIDER

109 MEDICAL PRACTICES

1,100 EMPLOYEES

1,135,208 TOTAL PATIENT ENCOUNTERS

What Drives A Physician To Hospital Based Employment?

- On-going Financial Security
 - Monthly Check is assured
 - Protection against Full Risk Contracts
 - Shift All Practice Management Liability to Hospital
 - Protection from Changes in Payer Mix
 - Protection from rising employee healthcare cost
- Improved Work/Life Balance
 - Better work hours
 - Team approach to care
 - Avoid Possible Physician Burn-out

What Drives A Physician To Hospital Based Employment?

- Practice Management Assistance
 - Help with day-to-day operations
 - Electronic Medical Records help
 - Contracting Expertise
 - Higher Rates
 - To Transition from Volume-based Care to Quality-based Care
- Protection from Changes in HealthCare Legislation
 - Alternative Payment Models (APM)
 - Obama-Care
 - Trump-Care
 - Comprehensive Primary Care Initiatives

What Drives A Physician To Hospital Based Employment?

- End of Career Cash-Out Options
 - Sell Medical Practice to Highest Bidder
 - All Assets Purchased
 - Seek Payment for Charts
 - Look for Generous Sign-on Bonus
- New Graduates View Private Practices a thing of the Past
 - As high as 98% of New Grads prefer Employment
 - As high as 60% of them prefer Hospital-Based Employment

What Drives A Physician to Hospital Based Employment?

- To Be Part of Something Greater than Themselves
 - To Join A High-Functioning Medical Group
 - To Work seamlessly within a HealthCare System
 - To Collaborate with others Physicians on Care Plans
 - To Participate in Research
 - To Drive Quality Outcomes
 - To Specialize in a specific area

Challenges with Hospital Based Physician Employment

- Creating a Culture that can be embraced by both sides
 - The Culture has to be shared by all physician partners as well as the Network
- Maintaining Physician Autonomy
 - Loss of autonomy can be devastating for physicians
 - What does Employment really mean to the physician? To the Hospital?
 - Business as usual?
 - Shared Decision Making?
 - Appointing a Governing Board?

Challenges with Hospital-Based Physician Employment

- Establishing Referral Patterns
 - Asking Physicians to alter referral patterns is difficult
- Central Scheduling
 - Having new physicians participate in central scheduling is not always welcomed. Physicians like to protect their schedules
- Acceptance of Under-Insured Patients
 - Some under-insured patients are viewed as difficult and may not be desired
- Open Access
 - Extending hours into the evening may not always be embraced

Challenges with Hospital Based Physician Employment

- Decisions over staffing
 - How staffing decision are made
- Acknowledging Medical Group Authority
 - Involving Hospital Personnel in Medical Group decision making
 - Respecting Physician Authority
- Standardizing Physician Compensation
 - Setting up a physician compensation model and staying with it



Questions