



MAKING STRATEGIC DECISIONS

Advancing Hospital-Physician Collaboration
With A National Outsourced Services Organization



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INTRODUCTION

IN THE NEW HEALTHCARE LANDSCAPE OF TRANSPARENCY AND PROOF

of performance, hospital leaders cannot solve all of today's crucial imperatives without strong physician partners. As providers' alignment with hospital goals are more important than ever,¹ many hospital leaders ask "Why is this synergy so hard to create, and how can more hospitals achieve it?"²

With a spotlight on national outsourced services organizations, this leadership brief explores the foundation necessary for gaining timely hospital-physician collaboration while also ensuring that alignment and integration last.

Warning Signs Of Poor Physician-Hospital Alignment

- I. Lack of involvement in hospital committees and meetings
- II. Lack of participation in cost reducing process improvement efforts and quality initiatives
- III. Ineffective care coordination
- IV. Frequent physician turnover

Commonly Cited Reasons For Leaving The Job⁴:

- Unfavorable office politics, work culture issues
- Non-competitive financial rewards
- Limited professional growth
- Unappealing community for self, family
- Sense of weak job security
- Unappealing practice setting
- Overwhelming call burden, hours



SPOTLIGHT

Calculating The Cost Of Frequent Physician Turnover³

- **Credentialing Costs**
- **Replacement Labor Expenses**, including time spent orienting temporary staff
- **Lost Revenues**, which may include beds closed, ambulances diverted, imaging requests declined, surgeries declined/cancelled as a result of staffing shortages

Engineering Cultural Change

PARTNERING WITH A NATIONAL GROUP WITH THE PROVEN HISTORY OF PROVIDING

collaborative, performance-driven services can immediately help you gain the resources necessary to achieve hospital-physician alignment. A performance-driven organization understands that effective physician-hospital alignment requires moving from competition towards collaboration.⁵ The following best practices illustrate how a national outsourced services organization may help advance hospital-physician collaboration in your facility.



BEST PRACTICES

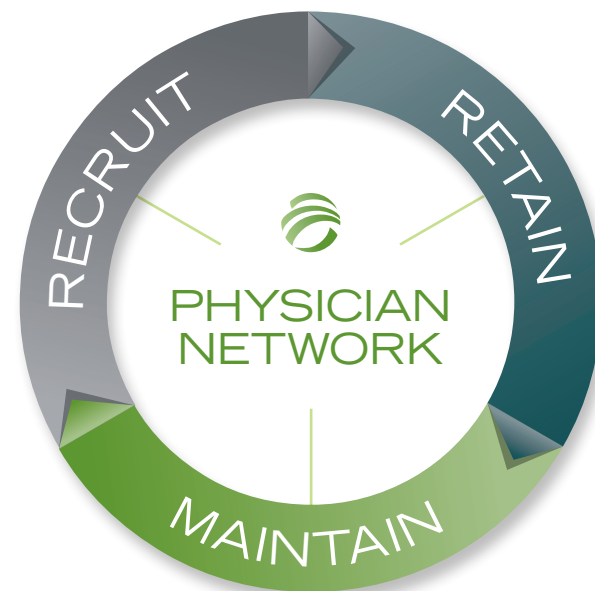
Best Practice #1:

INCREASE YOUR PERFORMANCE-FOCUSED PHYSICIAN NETWORK

Recruit performance-driven providers who will become leaders in your department, hospital, and greater community.

Retain providers with the right fit for your facility's cultural climate.

Maintain providers with a positive workplace environment that supports their strong commitment to leadership, providing them full access to clinical and business resources so they can focus on medical care.



Best Practice #2:

DEVELOP A CULTURE OF PERFORMANCE IMPROVEMENT

A national infrastructure promotes physician engagement with the resources necessary to support collaboration, teamwork, and improvement efforts.

What Does A Performance Improvement Culture Uphold?

- Physician commitment to improvement initiatives
- Use of evidence-based medicine
- Incentive alignment & quality-based compensation
- Resources for quality and performance improvement
- Data collection and monitoring

Best Practice #3:

FOCUS ON LEADERSHIP

Empower leaders by giving them the support and resources to succeed

Expand management opportunities in leadership and governance

Unite with physicians around a shared vision of responsibility and teamwork

To forge stronger hospital-physician relationships, The Advisory Board recommends that organizations enhance physician leadership skills to ensure organizational leaders have strong and effective physician partners to help guide physician-engagement efforts.⁸ Here, the culture of physicians may need to shift from independent entrepreneurship to collaborative team players.⁸

“Patients just won't look for the best specialist anymore; they'll look for the best system.”⁶

— Atul Gawande, M.D.

90% OF ALL IMPROVEMENT INITIATIVES

are either wholly or partially dependent on doctors making them happen, so, health systems need doctors to collaborate to achieve desired outcomes.⁷



Best Practice #3 Continued:

FOCUS ON LEADERSHIP

Many national outsourced services organizations understand the value of ongoing provider education and formal leadership program opportunities. Leadership development programs equip physician leaders with the knowledge they require in their daily responsibilities while also assisting them in evolving into true team leaders.

Takeaway Lessons For Hospital Executives

LESSON 1: Identify Physicians With A Shared Vision And Cultural Compatibility

- Locate physicians who value the strategic goals of the health system.
- Partner with physicians who have a proven history of providing high quality, patient-centric care.
- Develop a collaborative relationship with your physicians.

LESSON 2: Immerse Physicians In A Performance-Driven Culture

- Maintain performance-driven benchmarks to assess the progress made in achieving desired outcomes.
- Develop and support a formal performance improvement process that values cross level buy-in.
- Incentivize physicians to reach or exceed the performance goals.

LESSON 3: Empower Physician Leaders

- Institute a formal leadership program that provides the resources, support, and training for physician leaders to succeed.
- Expand leadership opportunities and physician involvement in governance.
- Encourage cross-specialty integration and physician involvement in process improvement efforts, quality initiatives, and care standardization.

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NOTES:



About Sheridan Healthcare

SHERIDAN HEALTHCARE, INC. IS A NATIONAL HOSPITAL-BASED, MULTISPECIALTY OUTSOURCED SERVICES COMPANY that provides anesthesiology, radiology, emergency medicine, neonatology and other pediatric subspecialties. Sheridan, its subsidiaries and affiliates currently operate in 25 states and employ more than 2,800 providers. Sheridan's anesthesiology division, established in 1953, has become the leading anesthesia services provider in the country. In addition to physician and allied health services, Sheridan also provides support, training and management in non-clinical areas. Sheridan is recognized by the National Committee for Quality Assurance as a certified physician organization.

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