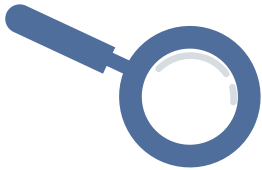


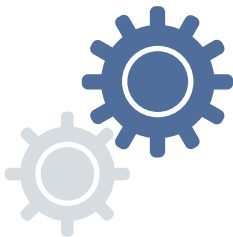
Physician Acquisition | Effective On-Boarding

THE CHALLENGE



A medical center and its affiliated physician enterprise, located in a highly competitive Northeastern market, adopted an aggressive growth strategy. The medical center's primary physician affiliation strategy was to acquire community physician practices and employ the physicians. The interest level among the physician community was so high that it created substantial pressure for the medical center to accelerate its process to meet the demand. Unfortunately, no criteria had been previously established to determine which physicians would be a good fit clinically, operationally, or culturally. Moreover, there was no structured process in place – or expertise – to properly assess practice operations, gain internal approval, or negotiate the acquisition transaction. Further complicating the matter, there was a lack of know-how within the physician enterprise on the essential elements of on-boarding the physicians and staff once a practice was acquired. The community physicians perceived the medical center's inability to move quickly as a lack of interest and were turning elsewhere in the marketplace for affiliation partners.

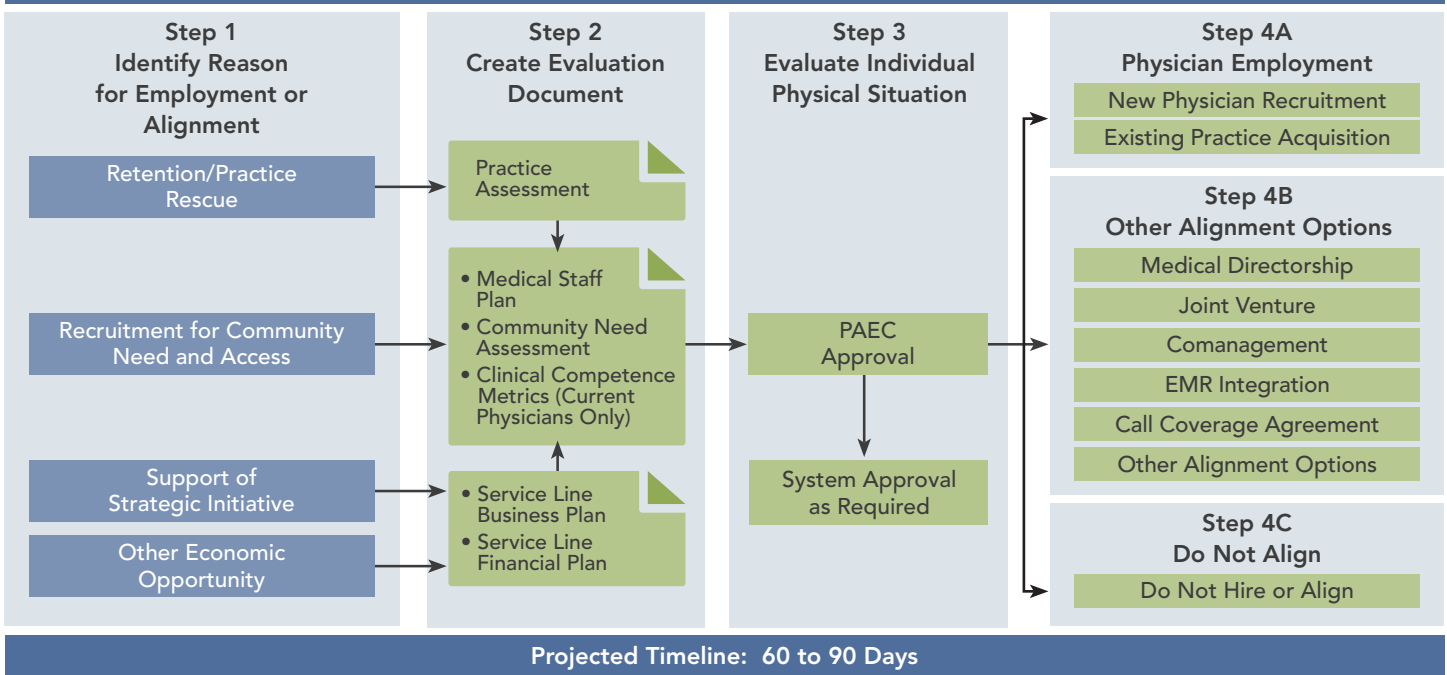
THE PROCESS



The organization asked ECG to develop a consistent approach to its physician acquisition strategy by creating the processes and procedures necessary to acquire practices in a timely manner, employ the physicians, and effectively on-board them and their staff members. ECG was also asked to direct staff development by training both new and existing medical center/physician enterprise staff on processes and procedures. Specifically, ECG:

- Developed policies and practices for and established a Physician Alignment and Employment Committee (PAEC) that convened regularly to evaluate potential physician affiliations.
- Defined a standardized process, operating policies and procedures, and a decision-making framework for evaluating specific physician alignment opportunities (e.g., acquisition, joint venture, comanagement).
- Defined a standardized, time-sensitive process for affiliation that included:
 - Clarification of roles and accountabilities regarding the completion of a financial and operational practice assessment.
 - A decision matrix to track internal approvals throughout the process.
 - A detailed process map that illustrates and informs all staff about the necessary components involved.
 - Decision-making templates and frameworks for optimizing implementation cycle time.
 - Performance metrics to monitor implementation progress and the overall results achieved.
- Conducted practice assessments, acquisition transactions, and on-boarding using the newly developed tools and processes while staff “shadowed” the ECG consultant.

IDENTIFY OPPORTUNITY AND COURSE OF ACTION



THE OUTCOMES



The medical center and its physician enterprise were able to successfully pursue the aggressive physician affiliation growth strategy. The accomplishments at the end of the engagement included:

- A standardized process, templates, action plans, and tools to:
 - Prioritize acquisition opportunities.
 - Complete due diligence.
 - On-board and integrate physicians and staff.
- The following key performance indicators:
 - 45 new providers successfully joining the physician enterprise in a 6-month time frame.
 - An active pipeline of 30 additional providers in various phases of affiliation.
 - Staff satisfaction increasing by more than 18%.

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