



**BARLOW / MCCARTHY**  
HOSPITAL - PHYSICIAN SOLUTIONS

# Bringing Greater Harmony to the Hospital/Physician Relationship

Allison McCarthy  
Principal, Barlow/McCarthy

# Hospital/Physician Relations

## Historical

- MDs need clinical support
- MDs controlled care
  - Laissez faire about performance
  - Physicians governed themselves
- Cooperate only when interests aligned
- Reimbursement supported

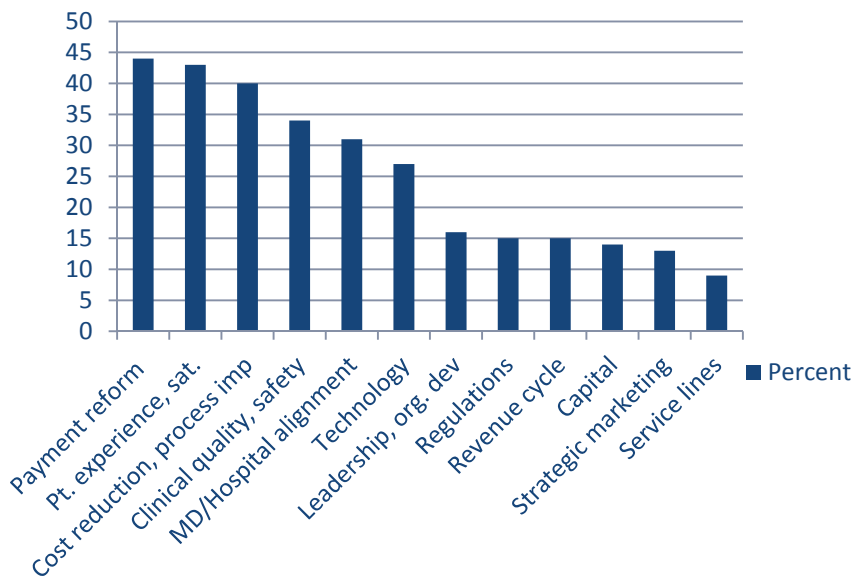
## Future

- Global payments
  - Gov't
  - Private
- Quality performance
  - Experience/satisfaction
  - Adherence to treatment
  - Evidence based
- Population management
- Care managers of teams



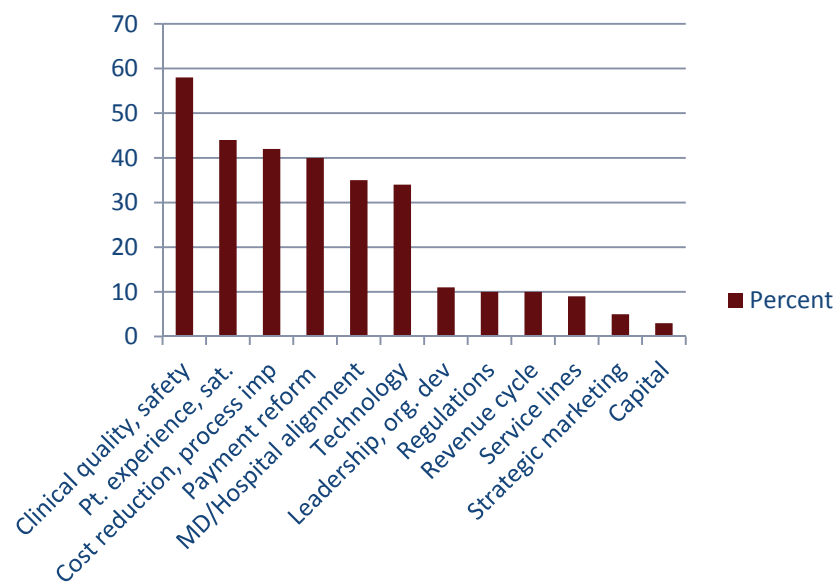
# Leadership Priorities

## CEOs



HealthLeaders Media Industry Survey 2012

## Physician Leaders



HealthLeaders Media Industry Survey 2012



## Address Concerns: Solid Physician Network

- Ample number
  - Primary care
  - Secondary specialties
  - Advanced network
- Solid breadth and depth
- Quality performers
  - Cost effective
- Good working relationships
  - Clinical
  - Administrative





# Recruiting/Hiring New Physicians

## Requirements

- Work in teams
  - Patient-centered medical home
  - Contribution of non-physicians
- Work in systems of care
  - Medical neighborhood
- Lead
  - Visualize practice future state
  - Change process
  - Care redesign at practice level
- Follow
  - Evidenced based medicine

## Characteristics

- Integrated system experience
- Traits in non-medical areas
  - Team work in sports or community activities
  - Leadership experiences
  - Their vision for health care delivery
- Desire different practice approach



## Hospital/Physician Relations

- Multiple obligations - simultaneously
  - Private practice
  - Employment
  - Care delivery
  - Reimbursement
- Strategically manage
  - Delegate to others
  - Can't afford to lose
  - Growth dependent
- Need continuous feedback
  - Synthesize learning
  - Distinguish operational vs. strategic vs. relational
  - Recommendations and actions





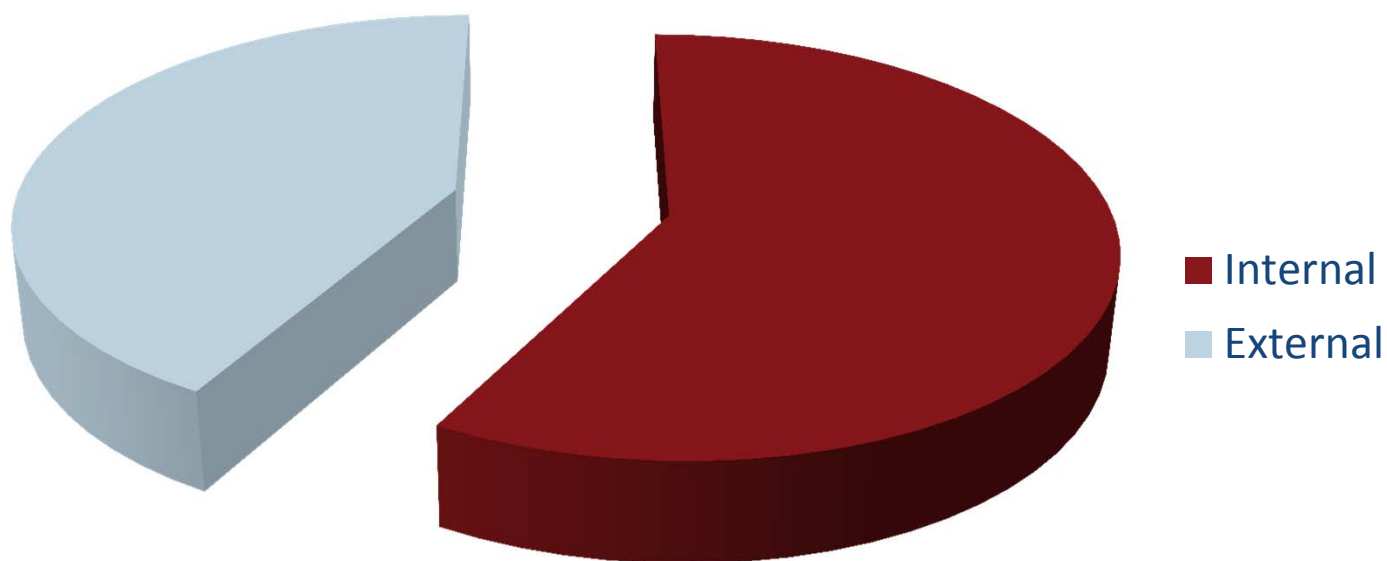
# Our Obligation

- Synthesize needs – recommend priorities
- Demonstrate priority of solid medical staff
- Help manage existing relationships
  - Clinical leaders
  - Existing practices
- Contribution greater than title suggests
- Elevate expertise
- Lead rather than fulfill



# Focus Both Inside and Out

Your Attention “Investment”







# Management Teams

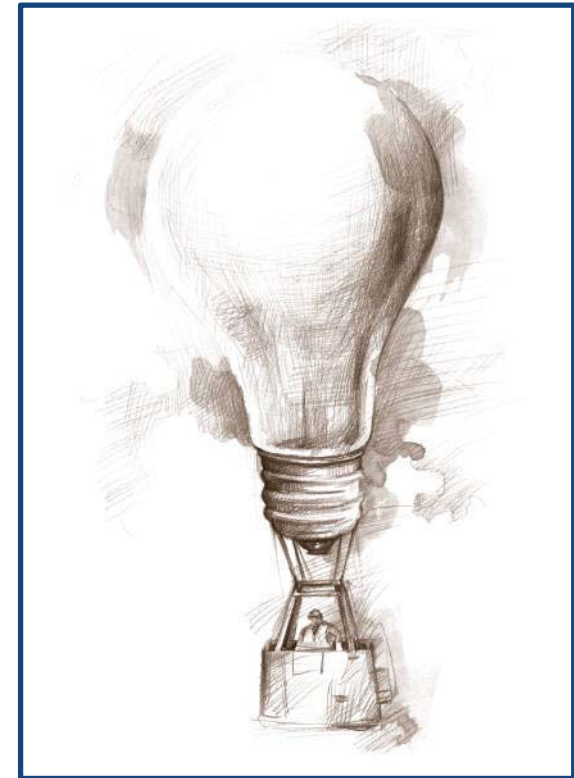
- Define role
  - Priority validation
  - Offering review
  - Tactical adjustments
  - Resource requirements
- Membership
  - Decision-makers
  - Influencers
  - Doers
- Meeting Frequency
  - Biweekly - aggressive periods
  - Monthly - routine
- Documentation

- CEO
- Physician Leaders
- VP Strategy/Bus Dev.
- Marketing
- Practice Management



# Making a Recommendation

- Define challenge
  - External market conflicts
  - Internal support barriers
  - Based on multiple incidences
- Proof sources
  - Market intelligence
  - Performance monitors
- Big Idea
- Stay brief.....remember their needs





# Guide Decision-Making

- Connection to overall strategy
- Barriers to be addressed
  - Market realities
  - Political ramifications
- Priority refinement
  - “Must Have” versus “Like to Have”
  - Inter-specialty connections
- Outline of tactical approach
  - Current year versus future years
  - Resources to be used – why
- Internal Support Needs
  - Buy-in
  - Communication





# Power of Information

- Benchmarks/Trends
  - Specialty “briefs”
  - Expectations of recruits
  - Candidate feedback
- Realism of Requirements
  - Supply/Demand
  - Opportunity Givens
  - Sourcing Strategies



- Cost/Benefit
  - Time, energy, investment
  - Not filling positions
  - Lack of participation





# Relational Orientation to Search

- Orientations
  - Market
  - Process
- Search criteria
  - Needs
  - Realities
- Roles/responsibilities
  - Purpose
  - Involvement
- Provide tools/resources
  - Sample questions
  - Evaluation forms
- Supply updates
  - Email notes
  - “Bump into” conversation
  - Summary reports
- Track process/outcomes
  - Data versus individual scenarios



# Interacting with Physicians

- Intentional – with purpose
- Meet one-one as often as possible
  - Individual vs. group think
  - WIIFM
  - Confirm understanding
- Connect frequently
  - Get to know them
  - Diplomat versus dictator
  - Sustain buy-in





# The Critical Component - Credibility

- Demonstrate you are qualified
  - Expertise
  - Experience
- Make a connection
  - WIIFM with sincerity
- Trigger emotion – justify with logic



# Final Takeaways

- Where we have been – not where we're going
- Collaboration is a must
- Leadership needs lots of eyes and ears
- Need to elevate thinking and approach
- Professional development is an obligation
- Continuously assess, reflect and adapt





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# Thanks!

Allison McCarthy

508.394.8098

[amccarthy@barlowmccarthy.com](mailto:amccarthy@barlowmccarthy.com)