



# FOCUS ON: PHYSICIAN STRATEGIES

**T**he principals of New Heights Group bring a broad based, organizational perspective to physician strategy development. Clients for whom we have provided physician strategy assistance include community and tertiary level hospitals, rural community providers, multi-specialty groups, hospital physician networks, and others. Our physician strategy services include:

- Preparing medical staff development plans to identify community need and hospital recruitment priorities;
- Evaluating recruitment/retention models including employment, recruitment assistance, and medical directorships;
- Developing guidelines for hospital:physician relationships;
- Facilitating physician:hospital retreats;
- Identifying the physician complement necessary to support select service line strategies; and
- Evaluating joint venture and other business relationships between hospital organizations and physician groups.

## CLIENT CASE STUDY

### SCENARIO

Sibley Memorial Hospital is a community hospital located in northwest Washington DC. It has a longstanding reputation for high quality, especially associated with women's and surgical services. Washington DC is an area with a very high cost of living and prohibitive medical malpractice rates. In addition, large faculty practice plans maintain contracting leverage that is not available to many of the independent physicians.

Recruitment of new physicians at Sibley has been challenging, and the hospital is concerned with maintaining volume in key services. In response to this, and increasing competition from physician owned procedure centers, New Heights was engaged to facilitate a medical staff development strategy.

### ACTION

New Heights Group worked with a task force of management and physician representatives to confirm service line priorities and evaluate the hospital's medical staff relative to growing select services. The medical staff evaluation addressed both the specific specialties in the identified priority areas, as well as those physician specialties needed for support (e.g., neurology consults needed to support neurosurgery).

Primary care referral patterns were also examined to understand issues affecting referrals to Sibley physicians. Key issues included an aging medical staff, cultural challenges to recruitment/retention of new physicians, and low managed care payment rates. This resulted in a medical staff strategy for the hospital that outlined new, nontraditional relationships with physicians (employment, directorships, etc), parameters under which these relationships would be initiated, and key physician specialties needed to grow the service lines. These recommendations were then presented at a combined Board, medical staff and management planning seminar.



# Sibley

Sibley Memorial Hospital, Washington, DC

### RESULTS

**"New Heights Group just completed our medical staff development plan...and I have never heard such rave reviews from our Board or Medical Staff. They were fantastic, and definitely went FAR above what we'd hoped."**

Christine M. Stuppy,  
Director, Business Development and Strategic Planning,  
Sibley Memorial Hospital