

NEWS THE WAY YOU CHOOSE!

Get the latest industry news delivered daily or weekly directly to your inbox.

SIGN UP NOW



HEALTHCARE FINANCE NEWS

JESSE H. NEAL AWARD:
BEST WEBSITE, 2011



Home | Topics | Issues | Webinars | White Papers | Blog | Jobs | Buyer's Guide

▶ Login ▶ Register SUBSCRIBE

RSS | Press Releases | Slideshows | Videos | Podcasts | Supplements | Survey Analyses | Newsletters | Advertise

Home » News » Workforce Management

RECEIVE NEWS BY EMAIL



ORDER A REPRINT OF THIS STORY

Bringing the romance back to hospital-physician partnerships

January 18, 2012 | Stephanie Bouchard, Associate Editor

0

tweets

tweet



William Jessee, MD

MINNEAPOLIS – Hospitals purchasing physician practices may find that the relationship doesn't turn into the fairy tale romance they had envisioned. A webinar presented yesterday by healthcare compensation and human resource consulting firm Integrated Healthcare Strategies offered tips on how hospitals can revive souring relationships.

[See also: [Hiring doctors is not enough to improve quality and costs.](#)]

The signs of a disintegrating relationship include:

- Lack of clarity and agreement on strategic goals
- Medical staff opposition to hospital-employed physicians
- Low productivity related to compensation plan design
- Different values and culture among owned practices and with the hospital
- Lack of agreement on how to measure financial performance
- Historically profitable practices become losers overnight
- High operating costs among employed physicians and owned practices
- Practice revenues below expectation

"Perhaps the most important step of turning a losing practice into a winning practice is making sure that there is a clear strategy and that there is ... strategic alignment amongst all the key players: board, management team, physician leadership and physicians in the owned practices, as well as your voluntary positions, who are not in their own practices," said co-presenter William Jessee, MD, senior vice president and senior advisor at Integrated Healthcare Strategies. "Everybody needs to understand where you're trying to go and why you're getting into the physician practice business – what the objective is."

[See also: [Physician employment by hospitals expected to accelerate.](#)]

It's also important to remember that fixing the relationship isn't going to happen overnight, said co-presenter Bruce Johnson, JD, a partner at law firm Polsinelli Shughart. "It's not going to be come in, pound on the table and have the solution occurring immediately overnight," he said. "It's like with anything. It takes a while to get into a bad situation, oftentimes, and it's likely going to take some process to work through it."

The process of working through it should include identifying what the problem is or problems are, developing a game plan, having a vision and putting in place a compensation structure and an institutional culture that promotes improvement and alignment.

"If you can do all those things you can turn an underperforming physician enterprise as part of an integrated system into a well performing physician

Suggested Content

- Hospitals pay a price for nursing strikes
 - Impact of physician stress is underestimated
 - Plane crash seriously injures medical device company CEO
 - Nurses' strikes costly for hospitals
 - GPOs call Medtronic contract cancellations an 'attack' on hospitals
 - U.S. healthcare firms eye Japan connections
 - GPO trade association lambastes Medtronic for "attacking" hospitals
 - Medtronic announces 3rd quarter financial results, restructuring measures
 - Thomson Reuters names top 15 health systems
 - Nursing practices reduce errors
-
- ### Related Resources
- Lawson Analytics for Healthcare: Minimize waste, manage expenses and enhance your ability to deliver quality patient care
 - Guidebook: Kronos Workforce Analytics for Healthcare
 - Sharon Regional Health System Saves \$500,000 on Support Services with

MOST POPULAR

LATEST HEADLINES

MOST POPULAR

Children with neurological impairments using more resources at children's hospitals

Stem cell technologies market to hit \$700M in 2012

Bringing the romance back to hospital-physician partnerships

Thomson Reuters names top 15 health systems

GI device market grows to \$14.6B due to gastric banding

VISIT BOOTH 3616 AT HIMSS 2012 FOR YOUR CHANCE TO WIN AN APPLE iPad® 2!

Get to know Emdeon better <<

emdeon Simplifying the Business of Healthcare

WEBINARS AND WHITE PAPERS

All Resources



WHITE PAPERS

Winning the EHR Battle with Enterprise Content Management

WHITE PAPERS

The Christ Hospital Case Study: Improving Operations and Ensuring the Best Possible Patient Care with ECM

WHITE PAPERS

Enabling Fast and Secure Clinician Workflow with One-Touch Desktop Roaming

WHITE PAPERS

Learn How a Groundbreaking Pharmacy Collaboration Saves More Than Money

ON DEMAND WEBINARS

Case Study: Sentara Healthcare Completes an Award-Winning EHR with Enterprise Content Management

▶ MORE RESOURCES

enterprise that supports the strategic goals and objectives of the organization," said Jessee.

Follow HFN associate editor *Stephanie Bouchard* on Twitter @SBouchardHFN.

a Strategic Solution

- Finance Leaders Rethink Transcription: Six Critical Criteria in a Changing Landscape
- Learn How a Groundbreaking Pharmacy Collaboration Saves More Than Money

Related Topics: [Minneapolis](#) [Stephanie Bouchard](#) [Workforce Management](#)

Reader Comments (0)

[▶ LOGIN TO POST A COMMENT](#)

HEALTHCARE FINANCE JOB SPOT



Director of Healthcare Payment Application - ApolloMD - Atlanta, GA

Reimbursement Manager - Aria Health - Philadelphia, PA

Healthcare Revenue Cycle / Operations Consultants - Resources Global Professionals - Walnut Creek, CA

Healthcare Revenue Cycle / Operations Consultants - Resources Global Professionals - Seattle, WA

Healthcare Revenue Cycle / Operations Consultants - Resources Global Professionals - Los Angeles, CA

[▶ MORE JOBS](#)

ACO | EHR | Informatics

Insight to New and Important Trends in Healthcare

Research Available Now!

Sponsored by PricewaterhouseCoopers

ICD-10 | Privacy & Security

Marketplace

2012 Health Care Contract
\$1.2B in Opps, Time Frames & Key Contacts. [Get the Free Report.](#)

Healthcare Integration Delivered
Join the integration generation and discover the Corepoint Health difference

Health Finance News
Stay Updated on Rev Cycle Mgmt, P4P, Reimbursement & More. [Get Free Newsletter](#)

Sick & Tired of Drinking?
Do It Yourself – Better Your Life. Stop Drinking Alcohol. We Can Help.

Get Matched To Schools
View Programs That Fit Your Life. Start At DegreePath.com Today!

[Sign up for a PPC campaign today](#)

NEWS THE WAY YOU CHOOSE!

Get the latest industry news delivered daily or weekly directly to your inbox.

[SIGN UP NOW](#)









GOVERNMENT
HEALTH IT NewsWeek
Weekly News **Directly to You**
Get the latest news delivered every week.

[SUBSCRIBE NOW](#)



-  Follow Healthcare Finance News on Twitter
-  Fan Healthcare Finance News on Facebook
-  Join Healthcare Finance News on LinkedIn
-  RSS Subscriptions

-  Digital Edition
-  Blog
-  Events
-  Jobs
-  Mobile Site
-  Mobile App



- [Healthcare IT News](#) [Government Health IT](#) [EHRWatch](#)
- [Healthcare Payer News](#) [HITECHWatch](#)
- [ICD10Watch](#) [mHIMSS](#) [PhysBizTech](#) [NHINWatch](#)