

Webinar
Series

2017 Physician Relations

Referral Development

Advancing the Physician Relations
Program Structure

Gelb
An Endeavor Management Company

Today's Agenda

You will Learn:

-  **What are the right key performance indicators?**
-  **What are the key competencies required for today's physician liaison?**
-  **How do we evaluate the appropriate organizational structure for the physician relations program?**
-  **How can operations support referral development priorities?**
-  **Why is physician engagement so important?**

LYLE GREEN, MBA, FACHE



Senior Advisor, Healthcare

I have over 20 years of experience at one of the top cancer centers in the country and have held leadership positions in Physician Relations and Referral Development as well as the Clinical Laboratories, Hospital Operations, and Business Development.

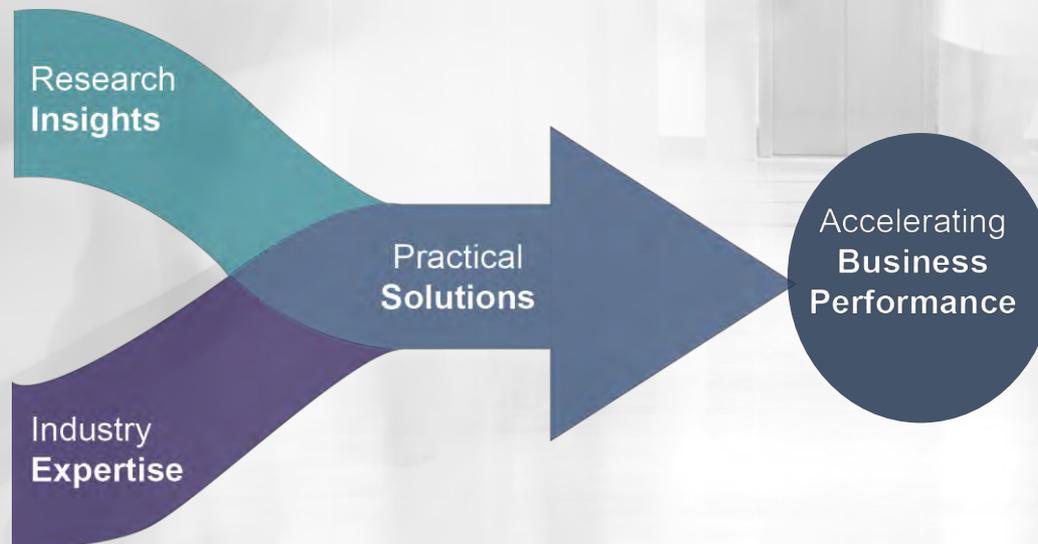
My role with Gelb involves assisting hospitals and healthcare systems solve complex business problems, enhance the patient and physician experience, and improve operational efficiency and cost effectiveness of healthcare services.

About Gelb Consulting

Experience and Expertise Matters

Our Healthcare Expert Advisory Group members served as system leaders, successfully designing and implementing strategic solutions to healthcare's ever-changing challenges.

We've been in your shoes and understand the intricacies of the most complex organizations. Our team has overseen, from the inside, how strategy is designed and successfully implemented.



Housekeeping



AUDIO is available through your computer speakers or through dial-in. All lines are muted.



You can **SUBMIT QUESTIONS/COMMENTS** at any time. We will address all questions during the Q&A session at the end of today's presentation.



Links to the slides and **RECORDING** will be made available and sent to all attendees via e-mail.

Environmental Issues

Shifting Competitive and Collaborative Landscape

- Changes in physician-hospital **alignment** and rapid growth in physician **employment** is proving to be a disruptive force to traditional referral relationships
- Employment and financial **incentives** that discourage “leakage” and encourage patients and their physicians to stay within the system

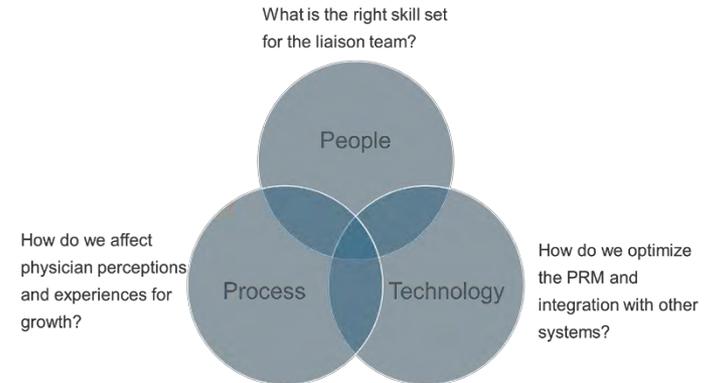


Strategic Priorities

Physician Relationship Management Framework

The challenges of changing expectations between Physicians and the healthcare system will place greater emphasis and pressure in the following areas:

- Ability to demonstrate **quality** of care
- Ease of patient **access** and **navigation**
- Strengthening clinical **communications**
- Optimizing referral **decision making** through education
- Collaboration that supports **continuity** and **coordination** of care



Performance Indicators

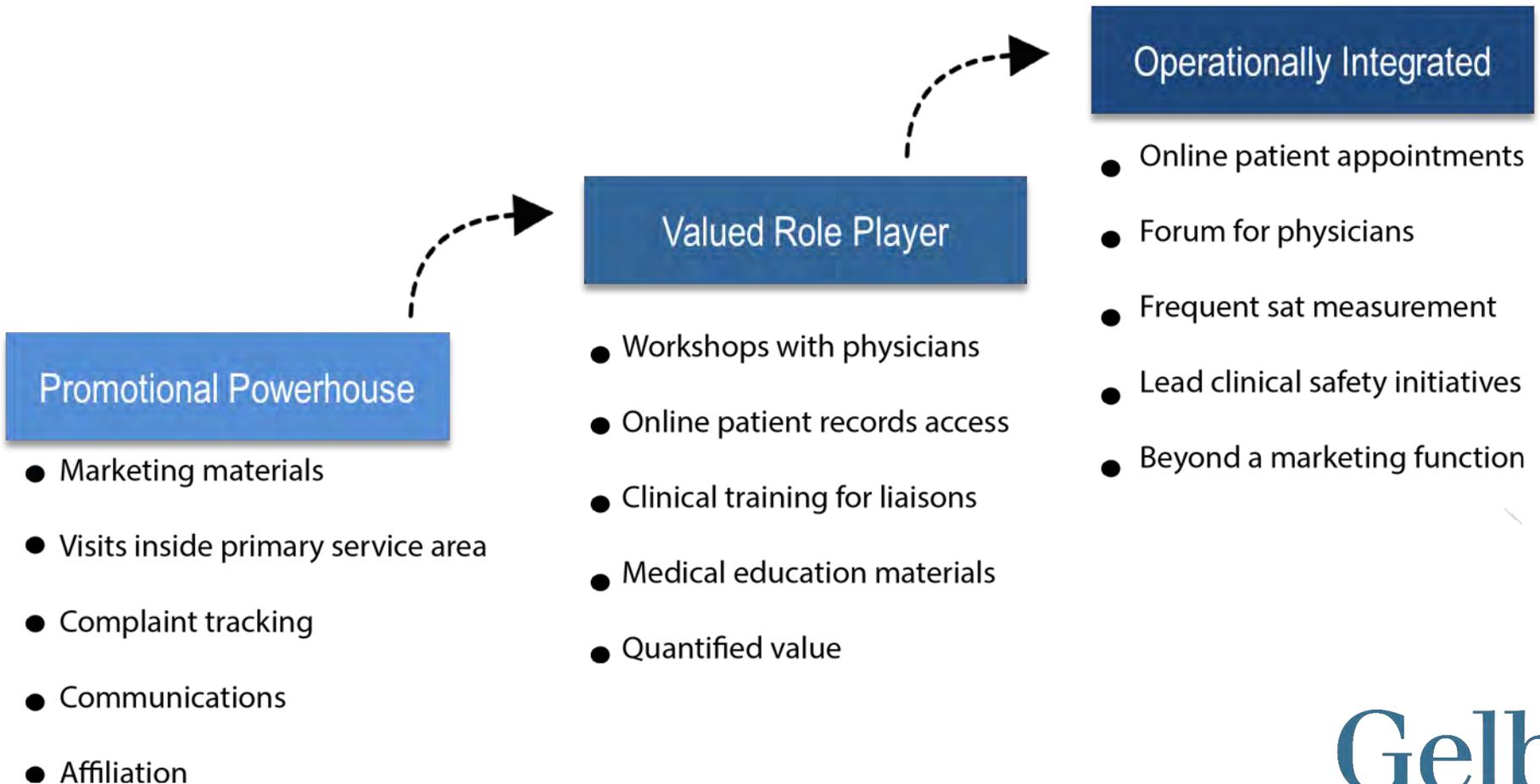
What are our anticipated outcomes? (The Six R's)

- **Relationships** – are we creating quality relationships?
- **Referrals** – are they sending us patients?
- **Registrations** – did those patients actually come for services?
- **Revenues** – have we improved the payer mix and created a positive ROI?
- **Reputation** – are we advancing the reputation of our doctors and the organization's brand?
- **Recommendations** – are our patients, staff and physicians satisfied with the experiences and referring us to their family, friends and colleagues?



Maturity Model

Transforming the Referring Physician Experience



Key Competencies

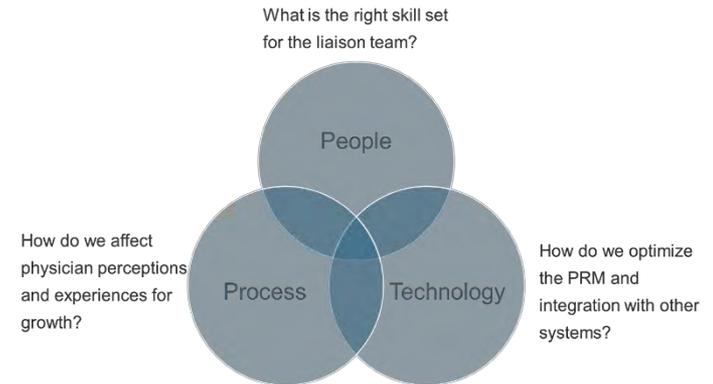
Envisioning the Future Liaison

- ***Relationship Management*** – identify educational and informational needs, balance customer service and problem resolution to retain current referrers.
- ***Growth and Referral Development*** – optimize referral decision-making understand changing healthcare industry dynamics, and become competent with PRM tools
- ***Value Based Healthcare*** – play a key role in patient navigation, clinical integration, and coordination of patient-centered care priorities

A Functional Framework

Next Generation Physician Relations Program

- ***Growth of the Physician Referral Base*** – minimize leakage and splitters, expanding market reach geographically and by physician specialty
- ***Diversifying the Portfolio of Referral Relationships*** – create new referral sources such as employers, health plans, retail clinics
- ***Patient and Physician Access Operations*** – explore opportunities to enhance alignment between the physician relations program, call center operations and the clinical enterprise
- ***Innovative Network Development and Partnerships*** – propose new strategies for furthering the engagement of physicians and other referral sources based on a deep knowledge and understanding of their experiences with the organization



Organizational Structure



Physician Relations Alignment

- **Marketing** – brand, web, content management, marketing research of key stakeholders, synergy of messaging and marketing communications, strong focus on reputation
- **Network Development** – synergy across employed, affiliated, non-affiliated physician relationships – typically more robust business intelligence capabilities and tools
- **Hospital Operations** – the decision to refer a patient is a medical decision, referral decision factors are primarily clinical and operational (access, communications, care coordination).

Program Structure

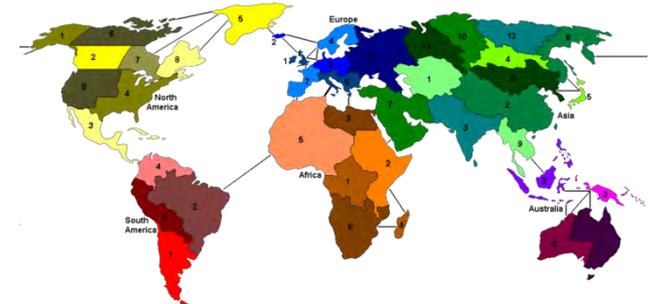
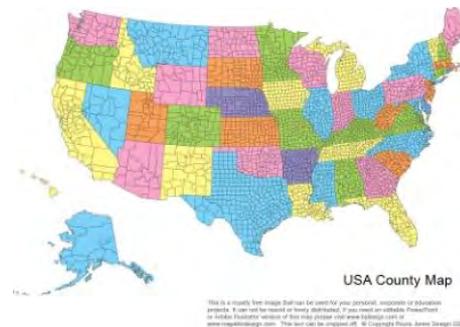
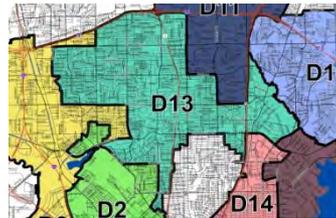
Physician Liaison Staffing Models

- ***Clinical (traditional model)***– focus on medical education, clinical trials, patient navigation, physician and scientist level content and communications , problem resolution / service recovery.
- ***Business Development / Sales (contemporary model)*** – physician recruitment (network), primary focus on generating referral volumes, affecting payer mix and generating positive ROI.
- ***Hybrid (future model)***– need for operating concurrently in both the traditional fee for service and value based healthcare environments

Program Structure

Territory Planning Methodology

- Growth vs. Retention
- Generalist vs. Service Line
- Satellites
- Primary Markets: Local
- Secondary Markets: Regional / National / International



Program Structure



Technology Infrastructure and Data Management Process

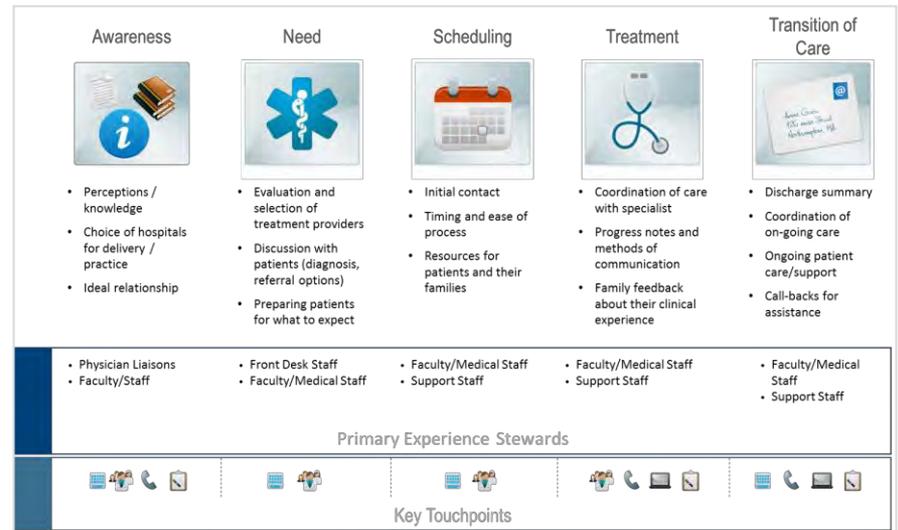
- **Call / Access Center** – how is physician referral information captured and do we understand “how the data becomes the data?”
- **Physician Portal** – can physicians initiate a true online referral process?
- **Master Provide Database** – do we have a process in place to validate the accuracy and completeness of physician information?
- **Data Warehouse** – is referral, registration and revenue activity available and electronically linked to patients and physicians?
- **Physician Relationship Management System** – what activity and feedback information is currently captured in your PRM system?

Clinical Operations Support

Understanding the Physician Experience

Challenges of changing needs, expectations and alignment between physicians and the healthcare system with respect to :

- Awareness and knowledge that supports optimal referral decisions
- Quality of care
- Ease of access and navigation
- Clinical communications
- Continuity and coordination of care



Clinical Operations Support

Our Philosophy



Why is Engagement Important ?

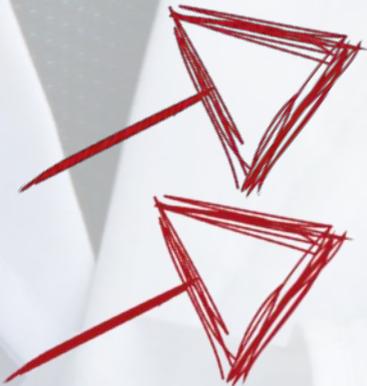
The “Process” of Physician Relationship Management

- Creates Collegial Relationships
- Facilitates Patient Access
- Enhances Clinical Communications
- Positions the hospital, health system or physician practice as a “Referral Center of Choice”



Why is Engagement Important ?

“Physicians are the key stakeholder and customer for healthcare organizations. Because hospitals would not be in business without referring physicians, the cultivation of referral relationships is mandatory to market development.”



QUESTIONS ?

COMMENTS ?

Helpful Resources

Engaging Busy Physicians

<http://www.endeavormgmt.com/wp-content/uploads/2016/09/Engaging-Busy-Physicians.pdf> /

Eliciting Physician Feedback in Survey Research

<http://www.endeavormgmt.com/eliciting-feedback-from-physicians/>

Experience Management

<http://www.endeavormgmt.com/experience-management-overview/>

Physician360 Dashboard Demo

<http://endeavormgmt.com/digitalinsights/>

Contact Us



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Would you like to:

- Have a representative contact you?
- Have a representative come to speak at your organization?
- Want more information?

www.endeavormgmt.com/healthcare

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Thank you for participating!