

# SMART for Physician Relations

## Assessing Your Organizational Maturity



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## Overview

*Organizational maturity* is a common buzzword yet in healthcare can be difficult to assess and improve. There are few valid data sources for national healthcare leaders to use and compare themselves to true peers, especially in physician relations. Through Gelb's [SMART for Physician Relations](#), you are able to share information in a confidential fashion and develop a sense of direction for what's desirable.

There are few models of maturity assessment that provide a healthcare-relevant continuum for improvement. Most current benchmarking tools are limited in terms of meaningful comparisons and often focus only on resource benchmarking. Nevertheless, assessing a healthcare organizations' current state versus best practices is a necessary foundational step that gaps and opportunities to be addressed by the organization as it develops its plans. It is frequently a critical component of refreshing strategy and determining how to best allocate resources and align activities.

## The Importance of Benchmarking in Physician Relations

Benchmarking is a key tool that can help healthcare executives determine organizational performance and goals. The lack of valid data sources in healthcare frustrates the efforts of many who are required to justify resources and how they're used when comparing to other hospitals or healthcare systems who aren't quite like them.

Regardless of the tools you use, assessing your organization's maturity and comparisons to peers is important for designing a well-thought out physician relationship management plan that defines and optimizes resource requirements and prioritizes the plan's activities. It also serves as a mechanism to establish clear goals to monitor progress and manage performance.

Completing a benchmarking assignment is not intended to score your organization as "good" or "bad" but rather to facilitate an honest conversation about capabilities, identify opportunities for improvement and advance your physician relationships. Most importantly, your team can see clearly where you're headed to create strategic alignment to better meet your business objectives.

Unfortunately, physician relations functions are the often-underrepresented component of strategic planning, resourcing and, in this case, benchmarking. That's no surprise – the typical healthcare marketing budget eclipses that of physician relations...but physician referral development is key for any healthcare system. In fact, our experience shows physician referrals represent at least 50% of all clinical volume.

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## About SMART for Physician Relations

In working with and within healthcare organizations ourselves, we have identified several key maturity stages present within every physician relations function. Our first benchmarking study, completed in the early 2000s, provides the basis for this structure. Time-tested, this maturity continuum has proven a successful envisioning tool to create a shared understanding of what is and what should/could be.

Gelb's Sales and Marketing Assessment and Readiness Tool (SMART) is designed to support the efforts of physician relations leaders to evaluate current performance against best practices. Our tool has been specifically tailored for physician relations programs. The insights from this tool identify strengths and weaknesses to enable your teams to prioritize areas for action. What makes SMART unique is its transparent benchmarks – we provide a clear view of what potential future states (or best practices look like) for every component.

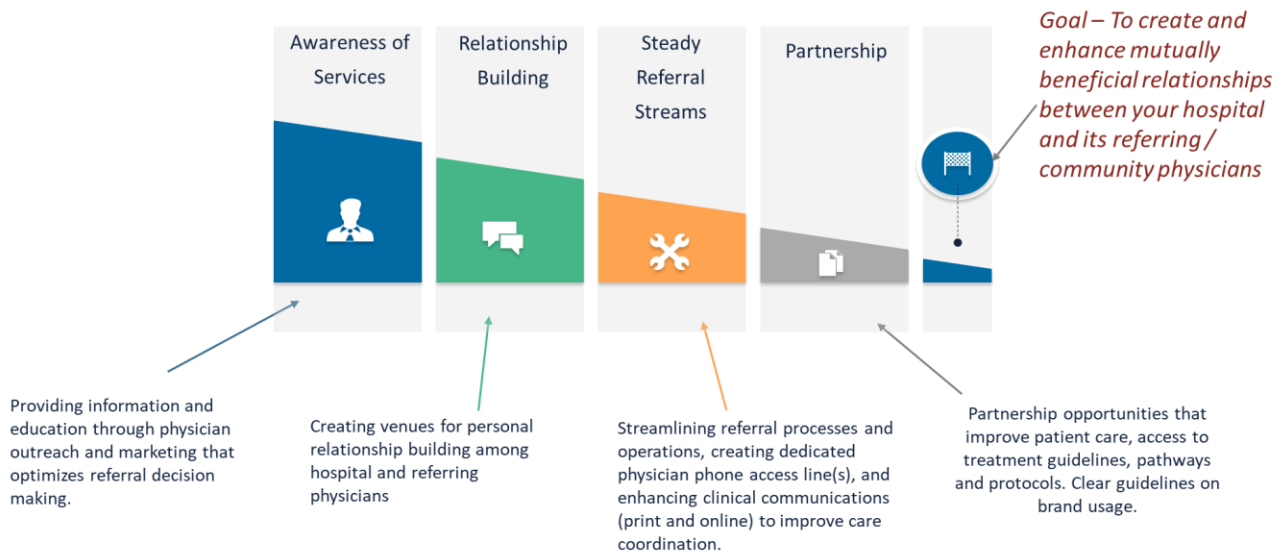
Key areas covered in SMART for physician relations include:

- **Senior Leadership:** Includes organizational goals and growth opportunities, value of customers, and climate for innovation and change
- **Business Strategy:** Includes strategic planning, operational, financial and service line goals, and capacity for growth
- **Physician Marketing:** Includes marketing goals and role, tactics, and evaluation of marketing efforts
- **Physician Outreach:** Includes role of and participants in outreach, tactics and activities, ability to determine outreach needs, and physician CRM systems
- **Service Delivery:** Includes standards of care, access, and satisfaction

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## Taking Action

The maturity points outlined in SMART are based on decades of experience with healthcare leaders. We have worked with each organization to transform their physician experience and deploy their outreach and marketing resources in the most effective ways to achieve the highest levels of physician enchantment. We believe this improves the perceived value of the physician relations function, and most importantly, motivates your liaison team to higher levels of performance.



Taking advantage of the power of this [benchmarking tool](#) for physician relations is easy – an online survey which takes only 5-10 minutes to complete. Within the survey, we provide several anchor points which indicate various levels of maturity. Physician relations leaders can see, even just by completing the survey how you stack up against best practices.

In addition, we often use this tool to assess organizational alignment. By allowing each liaison to complete the survey, you will be able to identify areas of confusion and/or improvement. We have found this to provide a meaningful framework to discuss with your team your intended direction and collaborate on where to focus your future efforts.

Finally, as we continue to gather responses from a variety of organizations, through our online dashboard tool, you can contrast your maturity with those in your peer group. This allows you to see how you might be over/under performing relative to those you consider competitors or exemplars.

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## About Gelb Consulting

Healthcare market leaders and challengers turn to Gelb Consulting to advance their strategic objectives. We work collaboratively with our clients to merge market insights and industry expertise to design and implement practical strategies. Our clients keep coming back to us not only for a near-term game plan, but as a long-term trusted partner.

## Understanding the What *and* the Why

Our approach yields direction for our clients to drive advocacy – customers willing to go out of their way to recommend you. This is formed by the alignment of your brand’s promise, your delivery of services and how they are delivered. These create the ideal experience.

We believe that market leadership is based on a keen understanding of the underlying drivers of your customers – whether they be patients, families, referring physicians, donors or employees. Since our founding in 1965, we have continued to innovate identifying industry-leading best practices and deploying the latest research techniques to support our clients’ success.



## Making the How a Reality

This is where our experience comes in. Our clients include many of the most recognized and well-regarded healthcare organizations in the country, with a focus the most complex - academic medical centers. We bring best practices and success to the table.

In addition, our seasoned consultants have been in your shoes, having decades of experience serving in leadership positions within healthcare organizations. We understand the challenges of navigating the most challenging of situations – from competitive environments to resource constraints. We work with you to implement practical strategies to accelerate business performance at a pace that’s manageable for your organization.

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