

Building a Strategic Health-System Growth and Manpower Development Plan

SOUTHEAST HEALTH SYSTEM

CLIENT QUICK FACTS

- ✓ Based in Southeast U.S.
- ✓ 5-hospital system
- ✓ 400+ employed providers
- ✓ \$2B net revenue
- ✓ Client since: 2019 with ongoing relationship through 2025

OVERVIEW

HSG partnered with a Southeast health system to build a Physician Manpower Development Plan that combined the strategies of their five hospitals, and their employed provider network ensuring the overall strategic needs of the organization were being addressed.

“ HSG seemed to understand the challenges of our healthcare system, our strategic and community healthcare needs and provider dynamics, and were able to provide meaningful, actionable and strategic recommendations, as well as offered ongoing support to work towards meeting these goals. They helped us to **prioritize next steps based on short versus long-term goals, feasibility, and maturity (or lack thereof) of our system.** HSG went far above our expectations to deliver one of the best Medical Staff Development Plans we have ever seen and we would highly recommend them.

– HEALTH SYSTEM PROVIDER RECRUITMENT COORDINATOR

CHALLENGES

The health system had grown rapidly through acquisitions over the past two decades. While their market still had some independent practices, the employed network had grown substantially, totaling over 400 providers in 2019. The competitive dynamics with national and regional competitors in a market with

an attractive payer mix fueled the need for continued growth. The organization needing a coordinated growth and manpower development plan – to ensure that the overall organization’s provider needs were being met and that future growth strategy wouldn’t be hindered by a lack of access to key specialties.

THE PROCESS

HSG worked with stakeholders from all three major components of the health system – system leadership, employed network leadership, and hospital leadership to facilitate the development of a plan that focused on the following six elements.

- 1 Translating strategic plan service line priorities into physician manpower decision making.
- 2 Evaluating health system geographic growth goals, reevaluating decisions made to-date, and defining manpower needs.
- 3 Evaluating geographic submarkets for physician need and strategic opportunity.

THE RESULTS

The Growth and Manpower Development Plan resulted in better coordinated strategic decision making within the organization and eliminated gaps in the organization’s ability to execute its strategy from a manpower perspective. The plans outcomes included:

- Emphasized primary care growth and access point development, resulting in new practice locations positioned in opportune markets.
- Developed an aggressive advanced practice provider recruitment plan, focused on shifting the ratio of primary care physicians to advanced practice providers towards a 1:1 ratio.
- Defined practice growth needs for service lines with both employed and independent practices, resulting in better communication with independent practices about recruitment needs.

- 4 Engaging providers (independent and employed) on their perceptions of provider manpower needs.
- 5 Evaluating advanced practice provider usage by specialty, to identify opportunities for greater integration.
- 6 Evaluating specialty staffing for the five hospitals in the health system, and what would be dedicated vs. shared.



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KEY FINDINGS

HSG provided meaningful, actionable and strategic recommendations, as well as offered ongoing support to work towards meeting our goals.