

CASE STUDY / PHYSICIAN LEADERSHIP

Building Physician Leadership Capabilities Through a Physician Advisory Council

A FLORIDA HEALTH SYSTEM

CLIENT QUICK FACTS

- ✓ Based in Florida
- ✓ 435-bed acute care hospital
- ✓ 250+ employed providers
- ✓ \$464M net revenue
- ✓ Client since: 2006

OVERVIEW

HSG partnered with a Florida health system to develop a Physician Governance Council, with the goal of getting providers involved in the leadership of its 200+ employed provider network.

“...working with HSG allowed us to work beyond the anticipated challenges of ‘management’ trying to create a leadership structure for the physicians. They were able to help us and our medical group physicians clarify and codify our understanding of our physician culture and the positive relationship administration already has with our physicians, to help us move ahead with a plan for greater physician involvement in medical group leadership. **A cohesive medical group should make us substantially more responsive and unified in approach.**

– HEALTH SYSTEM VICE PRESIDENT & CHIEF FINANCIAL OFFICER

CHALLENGES

The Florida health system had built a large collection of employed practices, with a focus on specialty and hospital-based practices that helped support the hospitals Trauma Designation. The practices were historically managed by hospital service line leaders and as a result, disconnected from each other

operationally and culturally. As work began to move to a centralized management structure, the lack of physician engagement in the employed network became a barrier, highlighting the need to create a group of engaged physician leaders in the network.

THE PROCESS

A Physician Governance Council (PGC) was created, comprised of five physicians, network leadership and the hospital Chief Medical Officer. 20+ other physicians were designated as at-large members to staff subcommittees of the PGC, which encompassed Operations, Quality, Information Technology, Strategy, Finance and Compensation. HSG facilitated all meetings of

THE RESULTS

The Physician Governance Council has been extremely successful in promoting provider engagement and developing physician leaders for the employed practice network. The group has overseen several large strategic and operational initiatives within the network, and has provided valuable input to the health system strategy, particularly in regard to value-based care initiatives and relationships with other physician groups.



KEY FINDINGS

HSG was able to help us and our medical group physicians **move ahead with a plan for greater physician involvement in medical group leadership.**

the PGC over a 24-month period, guiding the PGC through its development, helping the PGC develop a Shared Vision and strategic priorities, as well as review and prioritize initiatives defined at the subcommittee-level (examples include: brand development, EMR implementation, compensation model redesign, etc.).

