

# Building a Strategic Health-System Growth and Manpower Development Plan

SOUTHERN HOSPITAL

## CLIENT QUICK FACTS

- ✓ Based in Southern U.S.
- ✓ 188-bed acute care hospital
- ✓ 50+ employed providers
- ✓ \$330M net revenue
- ✓ Client since: 2019

### OVERVIEW

HSG partnered with a Southern Hospital to build a Regional Growth Strategy, focused on expanding their geographic footprint. This included increasing its provider compliment, working collaboratively with its clinical affiliation partner, and responding to competitive pressures from regional and tertiary competitors.

“ We were very pleased with the work of HSG on our strategic manpower plan. What differentiated them from other consultants was their engagement with the steering group. **They facilitated great discussions, members of the group felt they were heard, and that improved the quality of the plan and created greater ownership.** In addition, HSG’s analytics were very good and provided a lot of insights that helped us shape the plan.

– HEALTH SYSTEM COO

### CHALLENGES

Southern Hospital had grown rapidly following its partnership in the mid 2010s. While their market still had some independent practices, the employed network and partner’s presence in the market had grown substantially. The competitive dynamics with 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 priority elements as defined below.

- 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 practitioner recruitment plan, focused on shifting the ratio of primary care physicians to advanced practitioners towards a 1:1 ratio.
- Defined practice growth needs for service lines with both employed, and independent practices, resulting in better communication about recruitment needs.

- 4 Engaging providers (independent and employed) on their perceptions of provider manpower needs.
- 5 Evaluating advanced practitioner usage by specialty, to identify opportunities for greater integration.
- 6 Evaluating the need for Southern Hospital-recruited providers vs. partner-recruited providers.



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#### KEY FINDINGS

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