



# **Hospital-Physician Relations**

## **From Cooperation to Separation**



# Disclaimers

- **Dinosaur in the industry**
- **Began career in 1972**
- **35 years experience with physician relationships**
- **Hospital success depends on medical staff**
- **Superior outcomes and service to patients**



# Good Old Days

- **Mostly happy physicians**
- **Keep chocolate chip cookies coming**
- **Doctors actually liked you**



# The Big Bang

- **20 years ago it began to change**
- **Economics and outside forces**
- **Not attitude of hospitals toward physicians**



# Primary Reasons for Change

- **Financial Pressures**
- **Physician Ownership of Provider Services**
- **ED Coverage**



# Financial Pressures

- **Continued reductions in payments – early 90's**
- **Depressed pricing for services**
- **Capitation**
- **Cost increases – malpractice**
- **Practices failing**



# Physician Ownership of Provider Services

- **Ambulatory Services**
- **Surgery**
- **Imaging**
- **Specialty Facilities**
  - **Cardiology**
  - **Orthopedics**
  - **Neuro Surgery**



# ED Coverage

- **EMTALA regulations**
- **Hospital ER care 24/7**
- **Voluntary contract with physicians ends**



# Possible Solutions

- **Hospitalists/Intensivists**
- **Joint Ventures**
- **Physician Satisfaction**
- **High Levels of Service to Patients**



# Hospitalists/Intensivists

- **Physicians spend more time in office**
- **Less rounds**
- **Reimbursement**



# Joint Ventures

- **More common**
- **Optimizes hospital experience for physicians and patients**
- **Aligns priorities**



# Physician Satisfaction

- **Physician surveys**
- **Align physician priorities**
- **Personal revenue generation**
- **Policy actions**



## High Levels of Service to Patients

- **Commitment to quality**
- **Demonstrable results**
- **Patient Safety Initiatives**
- **Quality Nursing Care**
- **Technology investments**
- **Efficiency**



# Ultimate Solution

- **Universal Health Coverage**