

# NAVIGANT

HEALTHCARE

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# HEAD

## with experience

PHYSICIAN STRATEGY SERVICES



DISPUTES & INVESTIGATIONS • ECONOMICS • FINANCIAL ADVISORY • MANAGEMENT CONSULTING

Navigant Healthcare assists clients as they seek to design, develop and implement solutions that create high-performing physician organizations and healthcare systems.

Our team provides important support for physician strategies and advisory services, including a broad continuum of physician affiliation relationships with hospitals and health systems.

Navigant has helped physicians and healthcare organizations throughout the United States to build mutually beneficial relationships founded on a respect for physicians as essential clinical and business partners in the delivery of healthcare services.

expect

**EXPERIENCE GUIDANCE**

#### **ABOUT NAVIGANT**

Navigant (NYSE: NCI) is a specialized, global expert services firm dedicated to assisting clients in creating and protecting value in the face of critical business risks and opportunities. Through senior level engagement with clients, Navigant professionals combine technical expertise in Disputes and Investigations, Economics, Financial Advisory and Management Consulting, with business pragmatism in the highly regulated Construction, Energy, Financial Services and Healthcare industries to support clients in addressing their most critical business needs. More information about Navigant can be found at [www.navigant.com](http://www.navigant.com).



# RESULTS

## CHALLENGE

### DEVELOPING A PHYSICIAN SERVICES ORGANIZATION

## SOLUTION

A health system, including a 600+ bed multi-campus facility and 400 employed physicians and providers, recognized that the strategic and financial performance of its fragmented physician employment model was not sustainable. Navigant was engaged to assess the current practice models, make turn-around recommendations and develop a unifying organization and governance model. During the engagement, the system was approached by a large multi-specialty group to explore alignment options. Navigant performed due diligence analysis of this practice and developed alternative options and recommendations for its integration with the system and for enhanced operations and financial alignment. The system was able to successfully acquire and integrate with the group. The integrated practices continue to enhance internal equity and external competitiveness through acceptance of the recommended physician compensation plans and related performance requirements.

## CHALLENGE

### HOSPITAL-PHYSICIAN COLLABORATION AND PHYSICIAN COMPENSATION

## SOLUTION

A hospital system had employed a group of physicians as a major component of their Integrated Delivery System (IDS) strategy. The physicians were increasingly concerned with the contractual and financial terms of their contracts and their level of involvement in the system's strategic prerogatives. Navigant was retained to work as the physicians' advocate in facilitating remediation and resolution of their various issues with the hospital system. Navigant created a physicians advisory group to explore their concerns and identify options for resolution. Navigant also recommended revised contracts, compensation formulas and a new level of collaboration with the system leadership. With Navigant's help, the group reduced its operating deficit by 50 percent in the first year and continues to improve performance. The physicians have developed a significant sense of partnership and stakeholder responsibility with their IDS sponsor.

## CHALLENGE

### DEVELOPING A SYSTEM-WIDE PHYSICIAN COMPENSATION STRATEGY

## SOLUTION

A 20+-hospital health system providing nationally recognized pediatric subspecialty care sought assistance from Navigant with physician compensation planning. The system had entered into a range of relationships with its medical staff members, including members of affiliated faculty plans and non-academic pediatric subspecialty physicians. The system desired greater consistency and market relevance among the range of compensation approaches being utilized. Navigant completed an assessment that included a system-wide survey and interviews with key stakeholders. Our resulting compensation plan and fair market value recommendations have been approved by leadership for two consecutive years. Physician recruitment and retention continue to improve and the organization has been able to enhance internal equity and external competitiveness.

## CONTACT

RONALD VANCE  
ALEX HUNTER  
ARMAND BALSANO

770.814.4480  
770.814.4480  
770.814.4480

ron.vance@navigant.com  
alex.hunter@navigant.com  
armand.balsano@navigant.com

### OUR PHYSICIAN STRATEGY SERVICES INCLUDE:

- » Physician affiliation strategy and business planning
- » Physician services contracting and negotiation assistance
- » Medical group mergers, acquisitions and divestitures
- » Physician network development planning and physician needs assessment
- » Practice valuations and assessments
- » Physician leadership, governance and communications planning
- » Medical leadership/directorship program assessment
- » Cultural integration
- » Physician compensation development/implementation and valuation services

Navigant Healthcare assists health systems, physician practice groups and payers in designing, developing and implementing solutions that create high-performing healthcare organizations. Our experienced healthcare team of more than 500 healthcare consultants helps organizations with strategic advisory, operational improvement, and outsourcing and technology solutions. Specific services include revenue cycle management, supply chain improvement, facilities planning, physician-hospital alignment, care innovation and clinical documentation improvement.