

# MEDICAL STAFF PLANNING

SOUTHWIND'S MEDICAL STAFF PLANNING EXPERTS  
ALIGN YOUR ORGANIZATIONS' PHYSICIAN STRATEGY  
WITH ITS MISSION AND GOALS



**SOUTHWIND**  
HEALTH PARTNERS, L.L.C.®

ALIGNING PHYSICIANS AND HOSPITALS  
IN SYSTEMS THAT WORK

# PLANNING FOR OPERATIONAL SUCCESS



*At Southwind, helping health systems create and implement a successful physician alignment strategy is what we do. But our clients tell us that our effectiveness is in who we are and how we lead, as much as in our technical expertise in planning and operations.*

## BROAD VISION, FINE EXECUTION

Southwind Health Partners® is a leading physician practice management and consulting firm serving non-profit hospitals, academic medical centers and large independent medical group practices. The success of our clients' employed physician enterprises and broader integration strategies is based on the management and consulting services that we provide.

As the need for sustainable employed physician enterprises grows, hospitals and health systems are taking a new look at their traditional physician needs planning tools and processes. They realize that significant investments in physician integration require a solid plan. The financial stakes are high. At Southwind, our physician needs planning capabilities provide health system executives the tools to analyze, plan and manage their long-term physician integration efforts.

By combining Southwind's strategic physician planning expertise with our track record of creating financially sustainable physician enterprises, you can be confident in the future of your physician alignment strategy and your ability to serve your local community.

# TOOLS THAT WORK FOR YOU

Southwind's operational expertise helps hospitals develop and manage a sustainable physician employment enterprise. Our consulting expertise helps create the right mix of integration opportunities for your medical staff. A key foundation to the successful outcome of these efforts lies in three key planning tools:

## **Strategic Physician Needs Assessments**

Physician needs assessments are a key component – and becoming more crucial all the time – in the overall development of your physician alignment and employment strategy. Southwind's comprehensive needs assessment process ensures that you have the foundation for well-planned and financially sustainable physician integration efforts. While traditional assessments rightly focus on independent medical staff planning and satisfying regulatory requirements, the growth of hospital employment of physicians has raised the financial stakes for effective planning.

Southwind's physician needs assessment process goes beyond quantitative analysis and includes health system specific qualitative factors. The Southwind process also pushes the health system to determine **how** it will address its long term strategic physician needs. By testing the organization's **will to act**, Southwind's approach keeps your plan vibrant from year to year.

## **Fair Market Value Assessments**

Regulatory scrutiny of the relationships between non-profit hospitals and physicians is increasing. Regulatory actions point to more oversight, transparency and restrictions in financial relationships between physicians and hospitals. In this environment, Southwind's ability to help you assess the *fair market value and reasonable-*

*ness of compensation* in these relationships is critically important. The affected relationships include recruitment arrangements, payment for call, medical director compensation, locum tenens compensation, and full employment compensation.

Southwind's capabilities include nationally known and experienced third party compensation experts.

## **Physician Recruitment Policy Development**

The increasingly rigorous regulatory environment also means that it is crucial for hospitals to design and adhere to well thought out and documented physician recruitment policies.

Practically, the physician recruitment policy provides definition to the legal, financial and operational parameters of a hospital's physician alignment strategy.

It does this by:

- Documenting recruitment policies and procedures for legal and regulatory compliance
- Creating consistency of communication and implementation within hospital management and across multiple hospitals in a health system
- Facilitating individual physician recruitment decisions
- Creating clear and consistently defined incentives for use in the recruitment process.



# EXPERTISE YOU CAN RELY ON

Southwind Health Partners' strategic physician planning and needs assessments efforts are led by Randy Gott, Southwind Senior Vice President. With over 20 years of experience in the healthcare field, Randy's expertise in medical staff strategy, physician needs assessments, and fair market value assessments has helped numerous organizations across the country.

In late 2005 and early 2006, Randy served as an expert to the law firm representing Alvarado Hospital, located in San Diego, (*United States v. Barry Weinbaum, Tenet Health System Hospitals, Inc., Alvarado Hospital Medical Center, Inc.*) that was prosecuted by the U.S. Department of Justice on charges that the hospital violated federal anti-kickback laws related to physician recruitment arrangements on behalf of existing medical practices.

**To learn more about how Southwind's expertise can advance your physician alignment efforts, please call Randy Gott at (615) 794-5169 or Bob Vernon at (615) 620-5165.**



*For more information on Southwind Health Partners, please visit our website at [www.southwindhp.com](http://www.southwindhp.com)*



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