

In the last issue of the FTI Consulting Health Solutions Quarterly Checkup Newsletter, we described the evolution of health systems' traditional physician planning function toward an enhanced **"Provider Resource Plan for the New Care Model."** (<http://www.fticonsulting.com/insights/articles/next-generation-provider-resource-planning>). As we described, savvy health systems are augmenting physician-to-population analytics with a more holistic approach integrated across multiple disciplines:

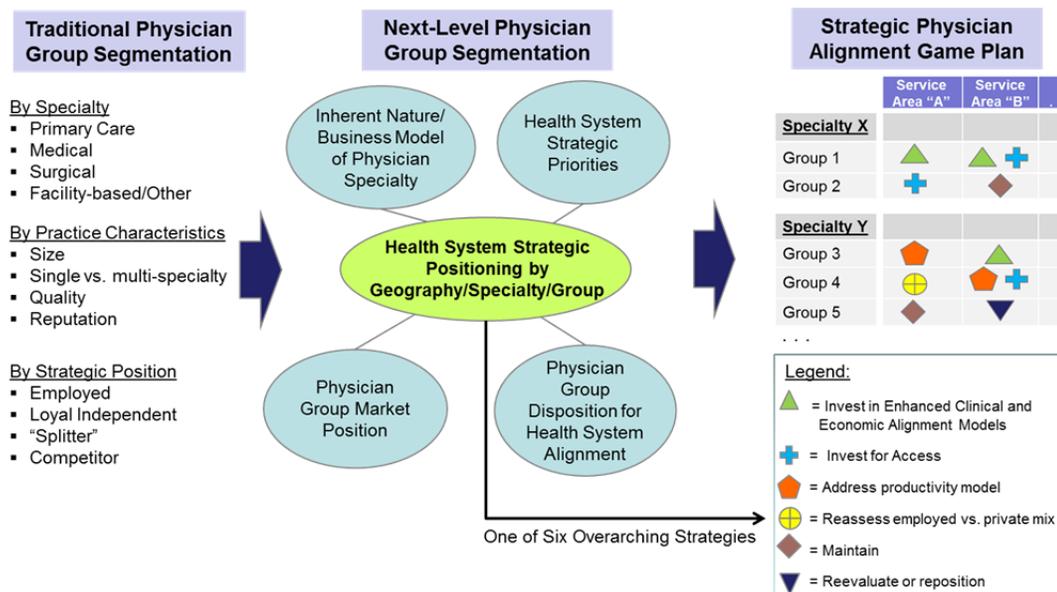
- Value-based environment utilization changes;
- Next-level clinical operations efficiencies;
- New care team model structures, including cross-physician specialty collaboration and APP utilization;
- Physician enterprise access and productivity improvements;
- System growth initiatives in terms of covered lives or lives touched in a given year; and
- Other unique macro and local market factors.

The resulting analysis provides health systems with a pragmatic formula for incremental physician and APP needs in their service areas. The next step is taking that information within the larger contexts of macro environmental factors and health system strategic priorities – by market and service line – and developing a truly strategic **Physician Alignment Game Plan**. An organized, analytically-based approach such as this will help health system leadership not only anticipate future provider needs in terms of numbers, but also in terms of prioritization of limited dollars and finite organizational capacity and focus.

Some examples in which FTI has guided health systems in applying this framework to facilitate decision-making include:

- Employment/acquisition of a primary care group that did not necessarily generate high volumes or margins, but provided expanded access points to new geographic niches and patient populations;
- Parameters for allocation of bundled payments among providers (e.g., hospital, physician group, post-acute care) across the care continuum;
- Evaluation of an employed group's productivity by provider and location to assess performance improvement opportunities and modify future recruitment need based on those anticipated improvements;
- Decisions around foregoing employment of certain specialists in select geographic metro areas (MSAs) based on current relationships and services levels of existing loyal private practice groups; and
- Employment of new-to-market specialists in areas where existing coverage, quality or service levels were not optimal.

Our clients are finding this Game Plan has tremendous value in strategically matching clinical supply with market demand to drive prudent decision making by geography, service and physician group.



**To learn more about Provider Resource Planning lessons from providers across the U.S., contact one of our practice leaders:**

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