
Medical Staff Integration into the Hospital Planning Process

Objectives

- 1) Establish a means for defining the parameters of an institution's potential organization.
- 2) Analyze the potential effects of the organization on physicians and the possible contributions by physicians.
- 3) Develop alternative models for integration of physicians into the comprehensive organization.
- 4) Review the advantages and disadvantages of each model.
- 5) Develop techniques for providing physicians with contractual and financial incentives for referrals.
- 6) Outline implementation and planning concerns.

Action Plan

The institution must first have a vision or a goal defined.

- 1) Strategic planning defines the eventual structure that the system takes.
- 2) Lack of a strategic plan promises an eventual structural problem.
- 3) The medical staff is part of the overall design. It is a key resource – a distribution system for a product that a hospital produces and “sells.”
 - a) What product?
 - b) To which eventual consumer?
 - c) By what type of channel?

The institution must evaluate the present position or resource base. Define the medical staff by:

- 1) Location
- 2) Age
- 3) Specialty
- 4) Quality
- 5) Efficiency
- 6) Formal or informal relationship

The goal is a vital medical staff providing high quality of care in an efficient manner to the desired payer mix of patients along profitable product lines. The relationship with this component should be predictable and stable (i.e., formal rather than informal).

Given the desired goal and the present status, define the deficit and the opportunities:

- 1) Target elderly practices.
- 2) Target the inefficient.
- 3) Target the key specialties.
- 4) Target the high quality, brand name physicians.
- 5) Target informal, unpredictable relationships.