

onboard **PLUS**

 POWERED BY TILLER-HEWITT HEALTHCARE STRATEGIES

**GET ONBOARDING RIGHT:
ACCELERATE PRODUCTIVITY,
IMPROVE RETENTION AND DRIVE REVENUE**

TILLER-HEWITT TEAM

Serving Health Systems & Hospitals for 15 Years

Director of Professional Outreach and Physician Relations

- Team with 50+ Years Experience in Physician Liaison/Practice Management
- Nationwide Practice Scope
- Healthcare and Private Sector Leadership Experience
 - Physician Mentor/Coach
 - LEAN Six Sigma Advisor
 - Myers-Briggs Facilitator
 - Health & Wellness Coach



TILLER-HEWITT SIGNATURE PROGRAMS

Physician+Hospital

RELATIONS

Business Development
Liaison Program Launch & Relaunch
Liaison Training & Recruitment
Lean Process Improvement

strategyPLUS+

Market Intelligence
Strategic Plan Implementation
Physician Retreats

onboardPLUS+

Physician & Advanced Practitioner
Onboarding
Navigation & Mentoring



MAKEitMATTER

Corporate Sales Training
Sales Effectiveness
Tools, Techniques & Training

MAKEyouMATTER

Leadership Coaching
Professional Development
Personal Wellness

MEET YOUR PRESENTERS



Leslie Harp

Market Director of Professional Outreach

- Gadsden Regional Medical Center in Gadsden, Alabama



Kristen Willoughby

Market Outreach Manager and Onboarding Specialist

- Tiller-Hewitt HealthCare Strategies
- Formerly Gadsden Regional Medical Center

HOW DO YOU ACCELERATE PRODUCTIVITY,
IMPROVE RETENTION AND DRIVE REVENUE?

**Teamwork,
Speed and
Endurance**



TRAINING FOR TOP PERFORMANCE

Learning Objectives: How to...

- Identify the barriers that are delaying full engagement and productivity of physicians and advanced practice providers
- Implement the key success factors – and avoid deal-breakers – that make or break an onboarding program
- Measure key performance indicators that will demonstrate ROI of an effective onboarding program



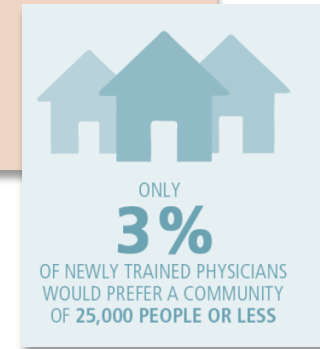
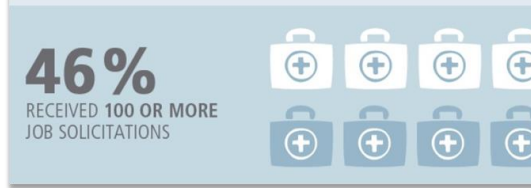
onboardPLUS⁺

POWERED BY TILLER-HEWITT HEALTHCARE STRATEGIES

A STRONG CASE FOR
ONBOARDING & NAVIGATION
AS A PROVEN RETENTION STRATEGY



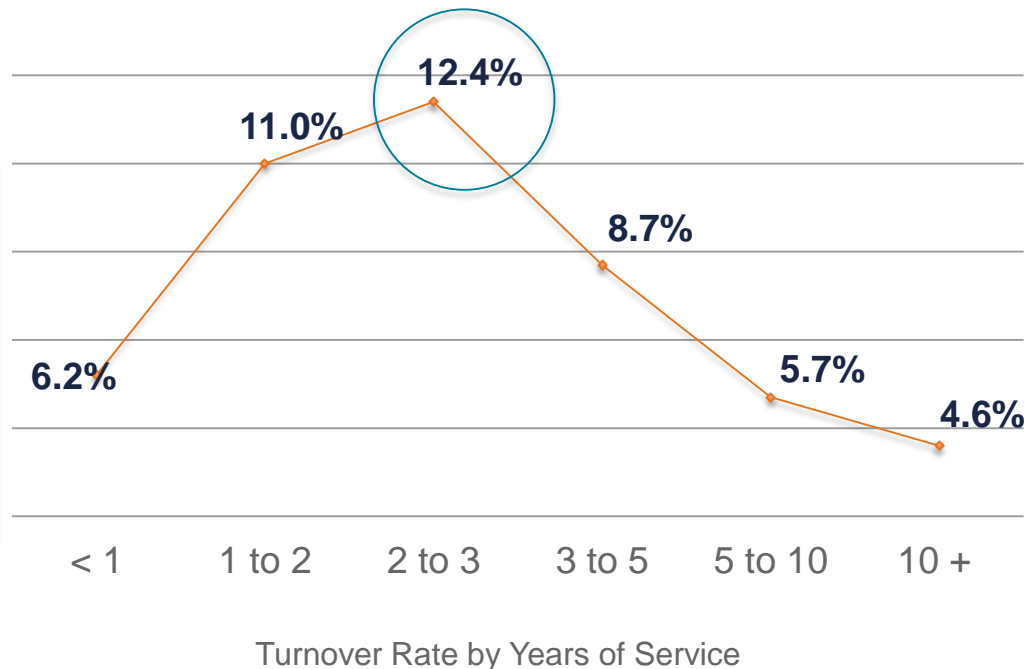
COMPETITION IS FIERCE



Source: Merritt Hawkins 2015 Survey of Final Year Medical Residents

PHYSICIAN TURNOVER: EARLY YEARS ARE MOST CRITICAL

Annual physician turnover at all-time high: **6.8%** average



*2013 Physician Retention Survey from American Medical Group Association

TURNOVER COSTS WELL OVER \$1 MILLION PER PHYSICIAN



Recruiting Costs:
\$250,000

Search expenses, sign-on bonuses, income guarantees, relocation costs*

Lost Revenue:
\$1,000,000+

\$1,448,458 avg. annual revenue generated per physician**

*Press-Ganey
**Merritt-Hawkins

TURNOVER COSTS WELL OVER \$1 MILLION PER PHYSICIAN

PLUS the Hidden Costs of High Turnover

- Orientation, credentialing and training costs for new physicians
- Wasted administrative time
- Decreased productivity, low morale and lost patient loyalty

*Press-Ganey
**Merritt-Hawkins



OUR PHILOSOPHY

Long-Term Retention
Starts **WAY** Before and
Goes **WAY**

Beyond Recruitment

Goal: Recruit & Retain

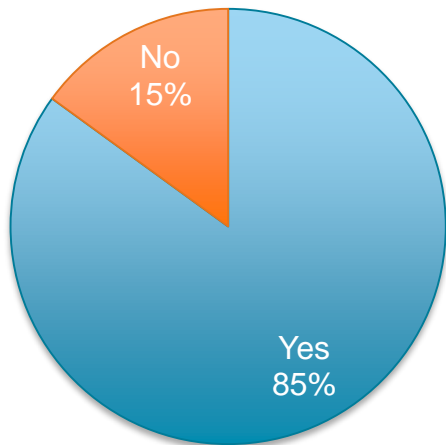
High Quality, Productive
Happy, Engaged, Passionate and
Loyal Providers



FORMALIZED ONBOARDING

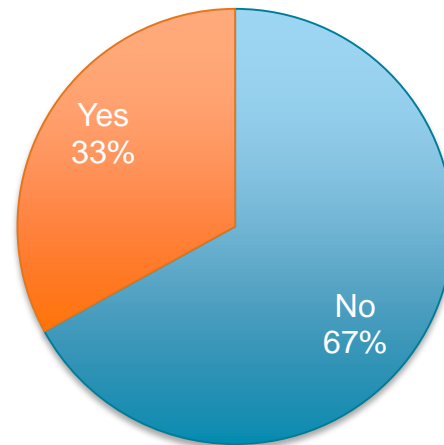
The Majority Have an Onboarding Program

Do you have an onboarding program?



But Only One-Third Formally Structure the Program

Is there a formalized committee /task force?



Source: Cejka Search and AMGA Physician Retention Survey 2012

ORIENTATION IS NOT EQUAL TO ONBOARDING & NAVIGATION



ONBOARDING & NAVIGATION PROGRAM GOALS

- **Increase Long-Term** Retention
- Reduce New Provider Ramp-up Period for **Immediate** Productivity
- Increase Provider **Satisfaction**
- Enhance **Future Recruitment** through Provider Participation
- Improve Internal **Collaboration**



PHYSICIAN ONBOARDING & NAVIGATION CASE STUDY



CASE STUDY | PHR Accelerates Multi-Hospital Network Integration and Growth

Challenge

A newly formed regional network of six hospitals in northeast Alabama faced a fiercely competitive market with a static population. The network needed to differentiate their competitive advantages to increase market share while continuing to deliver service excellence.

Solution

Based on the strong results one of the hospitals had achieved through Tiller-Hewitt's Physician-Hospital Relations (PHR) program prior to the network formation, the organization implemented the PHR program with multiple liaisons as a network strategy. The team rapidly identified strategic network growth and alignment opportunities as well as challenges related to access and throughput. They completed comprehensive on site training, data collection and collateral development. Using Lean methods to ensure access and capacity, they then launched growth teams in key strategic service lines.

Results

The PHR program delivered double digit incremental increases in the first year by significantly improving network communication and collaboration with physicians and their staffs. With committed and collaborative senior leaders, the largest hospital's results exceeded Tiller-Hewitt's already strong average growth benchmarks, and the PHR program continues to show measurable results. To ensure sustainable success, the network implemented Tiller-Hewitt's onboardPLUS+, the new provider navigation, engagement and retention program for long-term recruitment and retention of high-quality, productive providers.

The network relies on the Tiller-Hewitt PHR program to build relationships, track markets and integrate their regional market. They plan to extend the program outreach to non-physician sources of leads, including pharmacists, home care and emergency medical technicians.

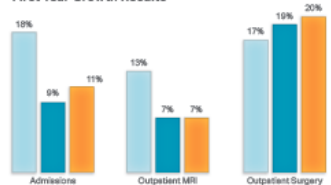


"Tiller-Hewitt understands what it takes to be successful and what hospital CEOs are looking for.

Tiller-Hewitt's Lean process solves operational barriers, bringing a new level of efficiency and effectiveness to our physician relations initiatives. They instill service excellence and build credibility with referring physicians."

Stephen Pennington
Market CEO
Gadsden Regional Medical Center

First Year Growth Results



In the first year, the largest network hospital met or exceeded Tiller-Hewitt's already strong average growth rates.

■ Tiller-Hewitt Avg. <200 Beds

■ Tiller-Hewitt Avg. >200 Beds

■ Results: Gadsden Regional Medical Center

For more information, please visit us online, call or email info@tillerhewitt.com.

GADSDEN REGIONAL MEDICAL CENTER



ABOUT US

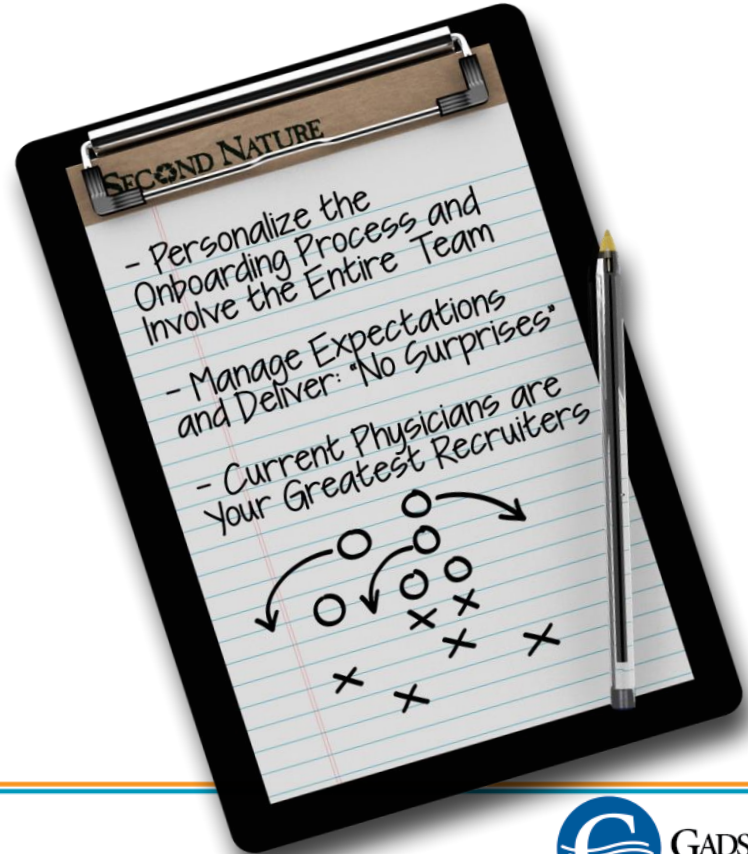
About Us

Serving the Northeast Alabama community.

FOLLOW THE BEST-PRACTICE PLAYBOOK

Real “In the Field” Examples

- Private vs. Employed Cardiologist
- Neurosurgeon: *“I don’t think they (practice) knew I was coming!”*
- F.O.L. Plan



WHERE TO START

What was OUR Reality & Baseline

- Cost to Recruit
- Vacancy Rate and Cost of Vacancy
- Ramp Up to Break-Even and Beyond
- Turn-over Rate (Compared to National / Regional norms)
- Resources Dedicated to Retention / Navigation
- Focus on Community Assessment / Involvement
- Pulse of Recently Recruited Providers

TILLER-HEWITT'S ONBOARDING 4 C'S



- Collaboration
- Coordination
- Consistency
- Communication

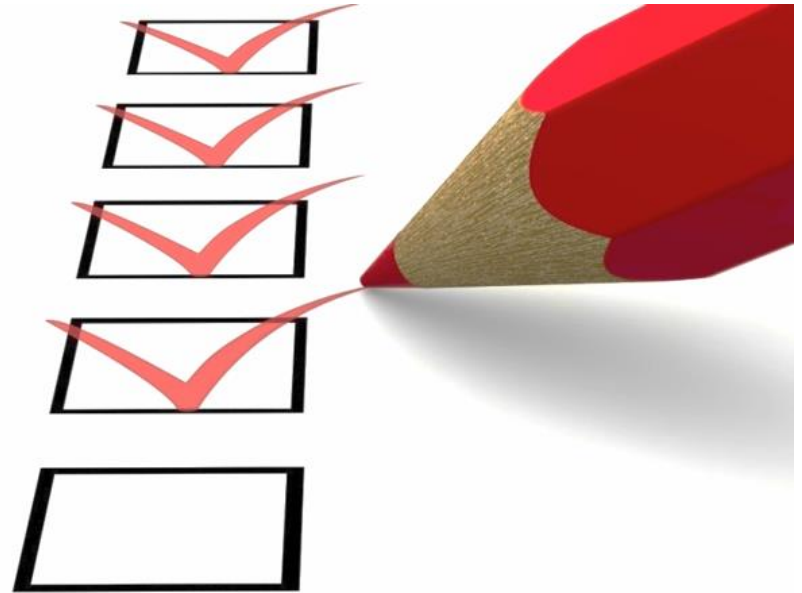
ASSEMBLE “THE DREAM TEAM”

- C-Suite
- Recruitment
- Liaison
- Marketing
- Practice Management
- Credentialing
- Service Line Directors



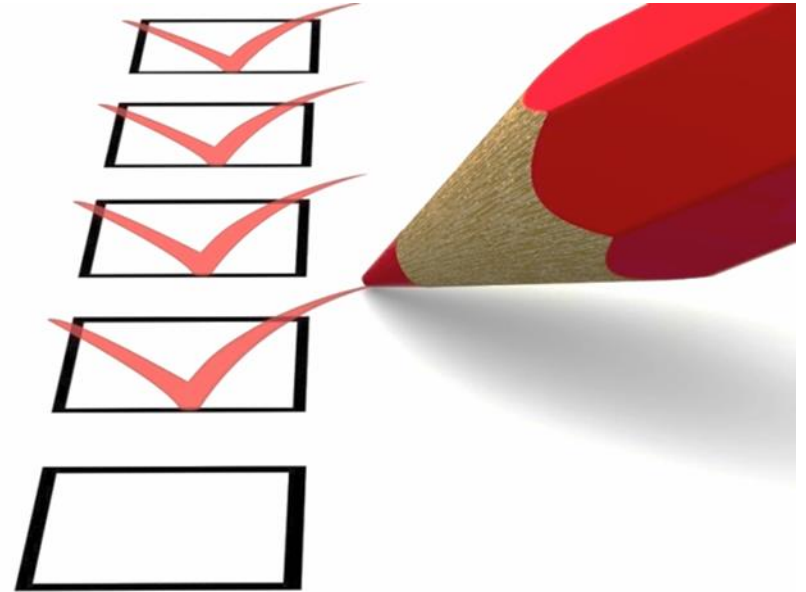
MASTER CHECKLIST COORDINATION & ACCOUNTABILITY

- Consolidate Checklists from Each Team Member
- Store on a Shared Drive



PRE-ARRIVAL PREPARATION

- Pre-arrival Survey
 - 60 days before start date
 - Establishes provider's expectations
 - Professional and personal
- Create Provider Roadmap
 - Ride-along "shotgun" schedule
 - Community engagements and events



POST-ARRIVAL – COMMUNICATION & CONSISTENCY

Post-Arrival Surveys

- 90 days
- 6 months
- 1 year
- 18 months

Feedback Loop

- Course correction
- Continuous improvement



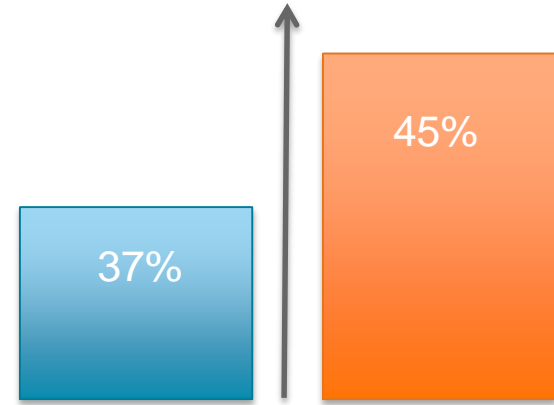
ONBOARDING & NAVIGATION *OUTCOMES*

Culture Shift: Recruitment to RETENTION

- Selective Recruitment vs. Desperation
- Improved Practitioner Recruitment Support

Communication & Coordination

- Expectations Meet Reality



OVERALL SATISFACTION
INCREASED

PERCEPTION DIFFERENCE

*CREATE THE PATH OF LEAST RESISTANCE FOR NEW PHYSICIANS
AND ADVANCED PRACTITIONERS*

We See



VS.



They See





PHYSICIAN ONBOARDING & NAVIGATION CASE STUDY



Do your physicians help you wonderful recruit?

Tommy Tiller-Hewitt, for Becker's Hospital Review, February

BECKER'S HOSPITAL REVIEW

During a dynamic session with about 100 hospital leaders, Not surprisingly, physician recruitment rises to a lively discussion ensued around the bigger question: you funded them enough ammunition to torpedo a win. The message is loud and clear: barriers to physician productivity are likely undermining your recruitment and your retention rates.

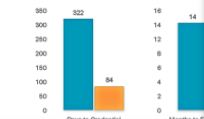
Current physicians are your best advocate Physicians listen to their peers. And while your current best advocates for recruiting excellent providers, they your greatest risk. All too often, the prospective or nee-recruited to arrive in your community—encounters not who are frustrated with the hospital.

It's also common for a new provider to quickly lose his credentialing and normal orientation program stymie of children are recalled recruiting physicians who decline unrealized annualized revenue per physician during th

Hospitals that invest in their "ground game" Effective physician-hospital relations and onboarding best ambassadors for candidates. They can attest th program for new recruits.

In a recent case, the complete (yet rapid) retention results with:

- Credentialing time cut by two-thirds
- Ramp-up to full productivity accelerated by nine months
- Turnover lowered by 75%



Speed Up Physician Credentialing

Philip Betzebe, for HealthLeaders Media



Reworking its process for getting physician patients is time-consuming, but it yields

Hiring physicians is difficult enough. But once you win them, they can't see patients in a serious problem. This is especially so when many of the physicians' revenues; they grow quickly dissatisfied, and it costs

The process of onboarding—getting hospital prior background checks, malpractice insurance and p to mention a host of other tasks that need to be d physician can begin seeing patients—can cost ho systems big money.

In a time where much of their business is being d opportunity to shorten a process that dissatisfies resources away from other important tasks can y Physician onboarding has become a key strategic leadership team at Dayton Children's Hospital, say president of physician services at the Ohio-based part of a revamp of the hospital's strategic plan, w

Among the strategic priorities are an extensive re-physician integration, which includes engorging at physicians. All of those priorities were challenged that it was an area where the hospital wanted imm

Many Stakeholders

One big problem with the onboarding process th with the separate processes involved in getting th But while the number of processes can't easily be mostly simultaneously.

Another tactic is to educate all the stakeholders together so that each understands how critical their role is to that goal, and the ultimate goal: getting physicians ready to see patients more quickly. A single cog's role is not simply completing a bureaucratic task, in other words.

"Stops are alive and well in most organizations," says Tommy Tiller-Hewitt, CEO of Tiller-Hewitt Healthcare Strategies, who helped Coffey and Dayton Children's with the onboarding process redesign. "Everyone's juggling so much and they're trying to get their part done, but it's up to us to help them understand the critical opportunity to win big or lose high if we don't do onboarding effectively."

In physician onboarding, any part of the process that's not done quickly is a barrier.



CASE STUDY | onboardPLUS® Improves Engagement, Productivity And Retention

Challenge

The need for pediatric subspecialists has never been more acute, and the supply is extremely limited. This is the environment in which Dayton Children's wants to fulfill their mission that focuses on being the health care resource to all children of the Miami Valley regardless of their socioeconomic status.

Once physicians are recruited, there is a strong sense of urgency on their part, and the hospitals, to ramp up into a productive and satisfying practice and to begin treating the 300,000 babies, children and adolescents seeking their care through outpatient and inpatient services every year.

Yet, process, policy and communication barriers often needlessly delayed the full integration of physicians into their practice. The leadership of Dayton Children's physician services determined that—in addition to the negative impact on access to care—the broken onboarding process was negatively impacting physician engagement, satisfaction and revenue production. There were also unacceptable collateral costs in terms of high turnover and inefficient recruitment, which compounded the lack of access and revenue impact.

Solution

With at least 10 different hospital and group practice departments who touch onboarding, Lisa Coffey, Vice President, Physician Services of Dayton Children's, convened an integrated task force to deconstruct the complex process of onboarding new physicians. Through the use of Lean techniques, they rebuilt it to be simpler, more efficient and faster.

The framework and consultation provided by Tiller-Hewitt established an integrated and rigorous approach to physician onboarding and navigation. Through a rapid improvement event, conducted by their certified Lean Advisor, Tiller-Hewitt assisted the team in completing the identification and removal of barriers and redundancies.

The year-long physician mentorship program, critical to retention, was structured by Tiller-Hewitt under the direction of their Onboarding Coach/Mentor, a physician credentialist with both a master's degree in healthcare administration and professional development certification. Dr. Regina Basha, Dayton Children's Medical Director of Inpatient General Pediatrics, was Lead Mentor, providing physician leadership and representation of the medical staff on the onboarding task force. She also ensured that new physicians and their mentors were matched for compatibility and shared commitment to program goals.

Results

Dayton Children's implemented onboardPLUS® and achieved measurable improvements within the first two years. Their astounding results include a reduction in credentialing time from 322 to 84 days, acceleration in getting physicians working at full productivity from 14 months to 5 months, and reduction in turnover from 14.6% to 2.7%.



PERSPECTIVES FROM NEW PHYSICIANS AT DAYTON CHILDREN'S

"The onboarding staff was terrific. Highlights for me were meeting all my physicians in the hospital, rolling out a marketing plan, and accessibility of onboarding staff."

"Dayton Children's has the onboarding process figured out!"
"Orientation very organized, was able to get into the clinic quickly."

ONBOARDING CASE STUDY

Challenge

- Difficult subspecialty searches
- Slow Ramp-up
- Retention Issues
- Lack of Internal Collaboration
 - Liaison / Practice Management

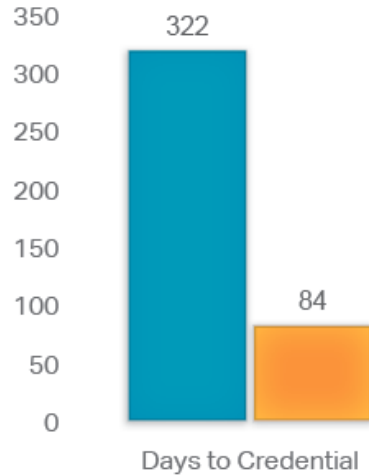
Solution

- Launched Formal Program
- Convened Team and Champion
- Conducted Lean – Rapid Improvement Event
- Included a Formalized Mentor Lead & Program

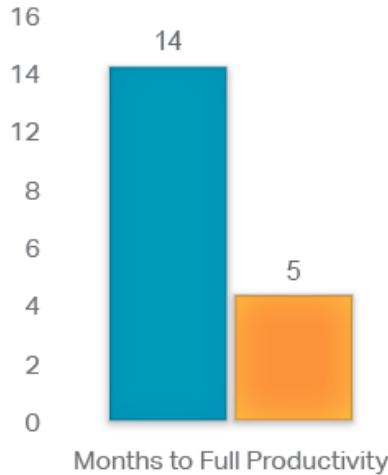


ONBOARDING CASE STUDY - RESULTS

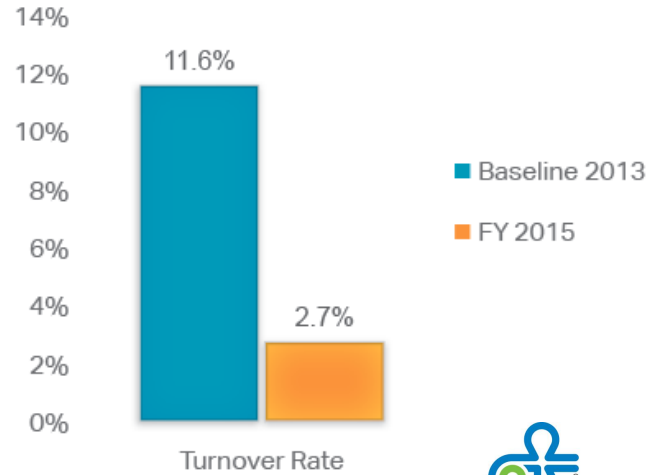
Days to Full Payer Credentialing:
From 322 to 84 Days



Months to Productivity:
From 14 to 5 Months



Turnover Rate:
From 11.6 to 2.7%



Recruited 21 **NEW PROVIDERS**



CRITICAL SUCCESS FACTORS

- Combine technology and human interaction to ensure coordination, consistency, collaboration and communication
- Identify an onboarding lead (OWNER)
- Set measurable goals and report key dashboard metrics
- Continually seek feedback from physicians who recently completed onboarding
- Define for new physicians the expectations
- Assign a mentor with the expectations of 1 full-year commitment



MILLION-DOLLAR IMPACT OF ONBOARDPLUS+

DAYTON CHILDREN'S RAMP UP TIME TO FULL PRODUCTIVITY IMPROVED BY 9 MONTHS
(FROM 14 MONTHS TO 5 MONTHS)

General Pediatrician	Revenue per Physician*	
Impact on Revenue:	Annual \$787,790	Gain of Nine Months \$590,843 <i>PER PHYSICIAN</i>
Plus Benefit of Retention:	Save \$250,000 replacement cost per physician**	

*Merritt-Hawkins 2013 Survey of Physician Inpatient/Outpatient Revenue

**Press-Ganey



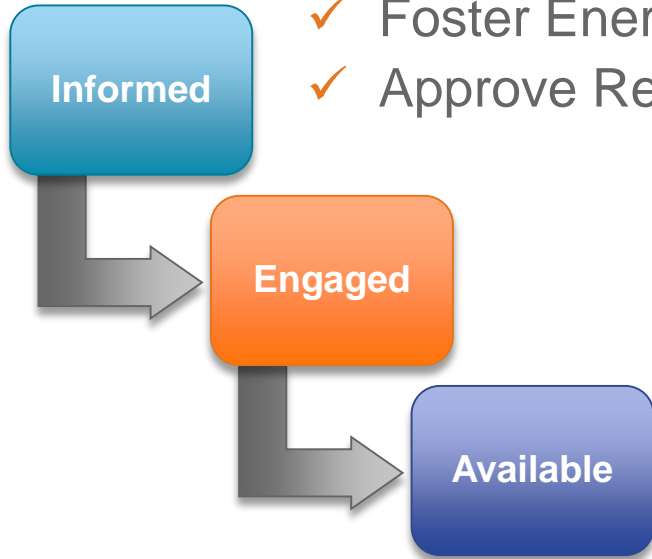
ONBOARDING WHEEL OF FORTUNE



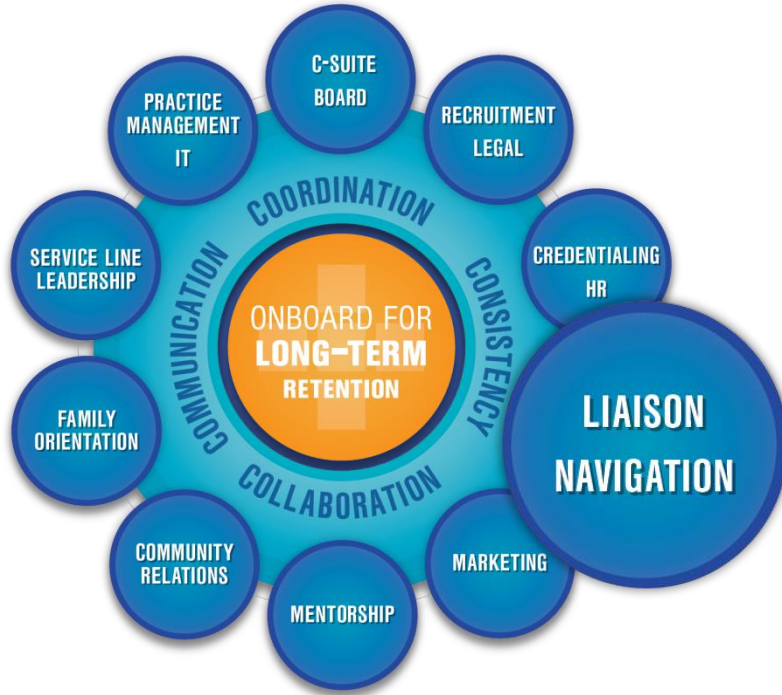
STARTS AT THE TOP

Visioneers

- ✓ Communicate Vision
- ✓ Foster Energy
- ✓ Approve Resources



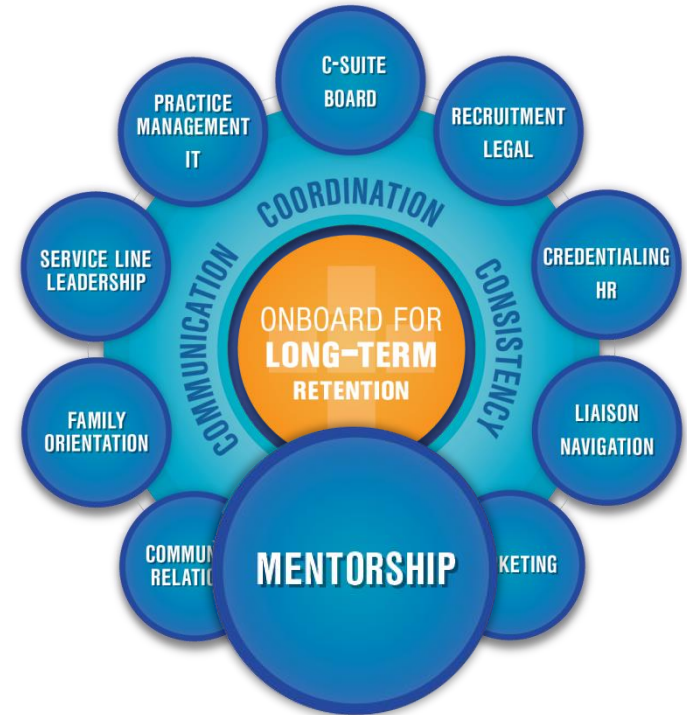
PHYSICIAN NAVIGATOR / LIAISON



- **Year 1: Navigator**
 - Call Frequency Increased
 - Physician & Family
- **Year 2+: Liaison**
 - Focus: Growth & Loyalty
 - Structured & Systematic
- **Data Driven (Referrals)**
- **Manage Hospital 101**
 - Private to Employed

MENTORSHIP / MEDICAL STAFF

- Physician Leadership Driven
 - Create Plan/Schedule
- Identifies Mentors & Match
 - Establish Expectations
 - Accountability System
 - Define Roles & Responsibilities
 - Matching: Find What Works
- Training/Orientation
- Training Improves both sides!



FAMILY

THE CHECKLIST

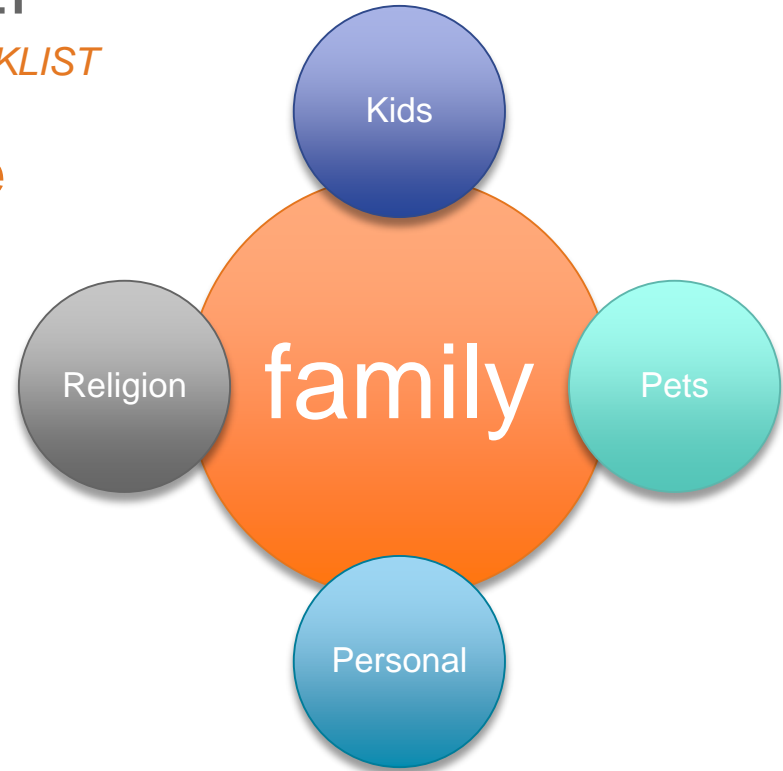
Happy Spouse / Happy House

Involve / Interview Spouse

- Understand Needs/Interests
- Family Needs
- Religious/Cultural Needs
- Professional and Personal Needs

Assign Navigator - Who Fits!

- Create Spouse Roadmap
- Acclimate to Community



COMMUNITY INVOLVEMENT

Charitable &
Civic Groups

Chambers of
Commerce



Arts &
Culture

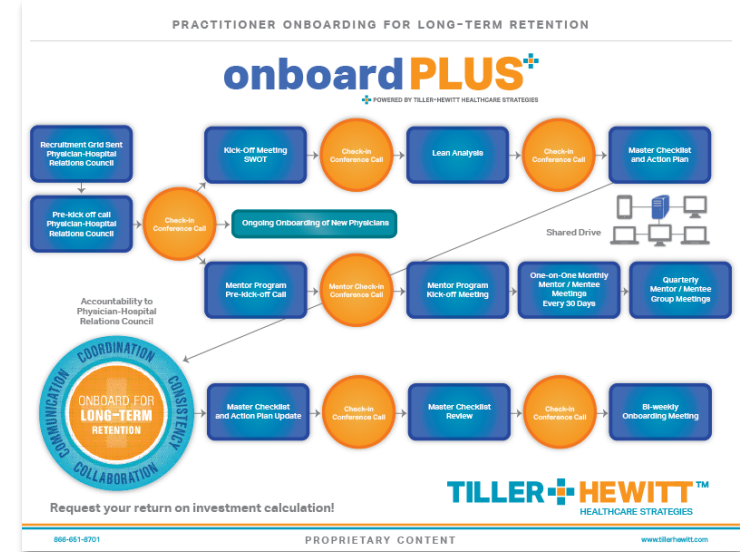
Sports &
Outdoors

Religious & Spiritual

Health & Wellness

ONBOARDING & NAVIGATION PROGRAM

1. Determine Baseline Reality
 - Build the Case with Surveys and Data
2. Identify and Assemble Team
 - Strong Lead & Scribe
 - Establish Expectations
 - Assign Roles & Responsibilities
 - Create Accountability System
3. Conduct Lean Process – Rapid Improvement Events – Action Plan
4. Kickoff Mentor Program
5. Develop and Implement Master Checklist



LET US HELP YOU HIT A GRAND SLAM!



Highly Satisfied, Productive, Engaged
and Loyal Providers

RESOURCES



Leslie Harp
Market Director of Professional Outreach



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RESOURCES



Kristen Willoughby
Market Outreach Manager and Onboarding Specialist



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