

PHYSICIAN PRACTICE SERVICES FOR HOSPITALS

experience **expertise** // Many hospitals face significant challenges in aligning and effectively managing relationships with independent and employed physicians. Whether your hospital is recruiting and relocating physicians into private practice or existing groups, employing physicians in nonprofit health care corporations or purchasing entire practices, you need to strategically plan and manage these affiliations to achieve meaningful alignment and comply with applicable laws and regulations. **We can help.** BKD National Health Care Group offers numerous services to help your hospital find the right path to accomplish its goals.



PHYSICIAN ALIGNMENT & STRATEGY

When considering how to achieve community objectives like better access to care, expanded clinical services, higher care coordination, accountable care organization formation and others, there are numerous planning issues and risk areas to consider. BKD can help assess and implement the right strategy for your hospital or health system.

SYSTEMWIDE PHYSICIAN ALIGNMENT PROCESS & PLANNING

// We can help hospitals develop a strategy around physician alignment and implement a unified process around affiliation activity. Many hospitals are reactive in determining where resources are best spent regarding physician alignment. Physician groups often will approach a hospital looking to be acquired or to enter into a contractual arrangement (such as an on-call deal), and the hospital will immediately begin working with the group to reach an understanding. This reactive approach potentially wastes resources on low impact or low priority relationships.

COMPENSATION PLAN DESIGN/RE-ENGINEERING

// Pay for performance is the future of health care reimbursement and, ultimately, of physician compensation. The compensation plan of the future will likely reduce the direct incentive for productivity with an increased emphasis on quality, patient experience and good corporate citizenship. A compensation plan change requires physician input and creative thinking to meet a variety of challenges, including cultural norms and available information infrastructure.

FAIR MARKET VALUE COMPLIANCE // Whether you're purchasing a business or entering into a contractual relationship, we can help guide your hospital to an appropriate valuation that complies with the Stark regulations, federal Anti-Kickback Statute and nonprofit rules, if applicable. This subset of due diligence is an important part of a hospital's overall compliance plan and ties into employed physician compensation, other existing financial relationships with physicians and due diligence engagements for potential arrangements.

PRACTICE ACQUISITION DUE DILIGENCE // Our consulting services can provide you confidence regarding a potential acquisition of a physician practice. While we'll work with you to define the appropriate scope for your decision-making process, typical engagements will evaluate the practice's background, productivity, coding and billing utilization patterns, payor mix, overhead, accounts receivable and existing personnel.

MANAGING HOSPITAL-OWNED PRACTICE GROUPS

Hospital or health systems choosing to manage their own physician groups can reap significant strategic and clinical benefits. However, effectively managing the financial and operational challenges of employed physicians in a hospital organization poses complex challenges. The advisors of BKD National Health Care Group have experience helping

250 CLIENTS 

Experience a clear point of view with a firm that works with approximately 250 independent physicians and physician groups and has professionals trained in the industry.

“ I’m impressed with the efficiency and knowledge of BKD professionals. I would also highly recommend BKD because of the firm’s ongoing support and health care expertise. ”

Betsy Kreuz

Director of Finance

Altoona Regional Health System

hospitals improve their physician organizations’ performance.

HOSPITAL-OWNED PHYSICIAN GROUP STRATEGIC PLANNING & GOVERNANCE ANALYSIS

// The rate of physician acquisition and employment of physicians is increasing rapidly in many areas of the country. This can result in an inexperienced leadership and governance of a hospital-owned physician entity. Strategic planning and good governance are about more than simply establishing a compensation plan. In addition, installing a traditional hospital management structure on top of a composite group of hired and acquired physicians is not the answer to real integration. Compensation plan redesign can be necessary to achieve integration, but the real issue often is about leadership and governance.

PHYSICIAN CONTRACTUAL PAYMENT REVIEW

// Because physicians and hospitals often are in low-trust climates, BKD can independently evaluate if physicians are being paid correctly. We also can attest to this fact to the physicians and other stakeholders. Items to consider in this area relate to the calculation of work relative value units, other production

bonuses, cost and overhead allocations, income guarantees and other contract-specific calculations. Our testing and reporting processes can help keep parties on the same page and reduce doubt about accuracy and intentions.

CHART DOCUMENTATION/BILLING TRAINING

// We can assist hospitals in educating their physicians about appropriate billing and coding activities. This can help mitigate fraud and abuse risks while potentially increasing revenue. We can provide in-house charting and coding workshops to educate providers on what the Centers for Medicare & Medicaid Services reviews when applying scrutiny to physicians, including E/M code utilization, site of service modifiers, multiple procedure disclosure and incident-to and other supervisory rules.

BUSINESS OFFICE ASSESSMENT

// The business office plays a significant role in a medical group’s financial success. Our survey will focus on key areas and provide an assessment of current operations as well as recommendations for improvement. Areas of consideration will include volume and payor mix analysis, revenue cycle procedures, staffing levels and overhead and cost allocations.

590 ADVISORS 

Experience expertise from approximately 590 advisors focused on issues facing health care clients.

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