Case Study
Developing a High-Performing Physician Enterprise
About the Authors

BRANDT JEWELL
SENIOR VICE PRESIDENT
BJEWELL@COKERGROUP.COM
470.297.6962

Brandt Jewell is a senior vice president at Coker Group where he leads the physician services team, focused on delivering value across the ambulatory enterprise. He has extensive experience assessing executive leadership, physician alignment strategies, operational efficiency, financial stability, organizational structures, and competitive landscapes for health systems across the country.

JOHN K. REZEN, MHA,
FACHE, LSSBB, CRCR
SENIOR MANAGER
JREZEN@COKERGROUP.COM
919.428.8934

John Rezen is a healthcare executive with exceptional success in leading high-performing organizations, driven by disciplined performance measurement and the pursuit of improvement built on trust and accountability. His strong contract negotiation and collaboration skills accelerate program growth and clinical integration. John is an innovative problem solver and system thinker who is passionate about delivering value-based healthcare. He is skilled in population health, quality improvement, cost reduction, and service line management.
OVERVIEW
A county health system (CHS) in the Southeast engaged Coker Group to assess and improve financial and operational performance. CHS employs 40 multi-specialty providers and has a primary hospital location with roughly 150 licensed beds.

Initially, we conducted a revenue cycle assessment for the employed provider network and provided recommendations related to performance improvement, resource and staffing needs, and IT system utilization.

Our analysis and recommendations highlighted multiple areas of opportunity directly related to the revenue cycle and indicated broader opportunities across medical group operations.

After developing an implementation work plan with prioritized initiatives and action items, it was clear that CHS did not have the internal bandwidth or leadership experience to manage these efforts efficiently.

CHS engaged Coker to serve as the interim Vice President (VP) of the physician enterprise for the next ten months, charged with improving all areas of medical group operations, financial performance and developing a sustainable infrastructure and leadership team for the future.

The VP continues to serve in an advisory capacity as both a resource and mentor to ensure sustained performance, support accountability, and provide thoughts and insights for critical issues.
APPROACH
Institute a **sustainable, high-performance infrastructure**

**ORGANIZATIONAL DEVELOPMENT**
- Establish an aligned physician governance and leadership structure
- Cultivate a culture of high performance with clear objectives across all stakeholders
- Collaborate and integrate planning across departments and locations

**OPERATIONAL EFFICIENCY**
- Implement Lean resource management
- Define operational excellence and tactics to achieve goals
- Develop a data-driven organization

**VISION AND LEADERSHIP**
- Clearly define and communicate organizational objectives and vision
- Engage employees and providers in their unique contributions to common goals
- Develop leaders at every level, including formal medical director roles and expectations

**MONITORING AND ACCOUNTABILITY**
- Establish an aligned incentive structure tied to compensation and performance reviews
- Implement continuous learning and improvement processes
- Establish physician / clinical operations committee as the authority for physician accountability
RESULTS AND TACTICS
CHS has achieved impressive financial and operational improvement as a result of this process. The comprehensive impact of these improvements continues to compound the overall benefit to the organization, employees, providers, and patients.

### Summary of Results

- **INCREASED** provider productivity by **25%** and revenue by **21%**
- **REDUCED** non-provider expenses by **10%**
- **IMPROVED** operating margin by **39%** and patient satisfaction scores by **27%**
- **ACHIEVED** high watermark in ancillary service volume
Summary of **Tactics**

**PROVIDER PRODUCTIVITY AND REVENUE**
- Provider capacity optimization tools
- Production goal setting and reporting
- Performance-based compensation system
- Enhanced alignment of physician governance and leadership structure

**NON-PROVIDER EXPENSES**
- Lean process mapping and activity-based costing
- Proactive staffing plan and daily adjustment system
- Staffing to volume system to achieve efficiency and effectiveness
- Data-based staffing policies and position control

**OPERATING MARGIN AND PATIENT SATISFACTION**
- Implemented 12-component financial optimization system
- Data driven accountability system
- Engaged workforce by linking individual performance metrics to organizational goals
- Root cause analysis and disciplined improvement tracking

**ANCILLARY SERVICE VOLUME**
- Patient-centered goal setting and lean SIPOC tools
- Optimized interdepartmental transitions using lean process mapping
- Role documentation using service level agreements
- Continuous learning and improvement through agile performance management
We partner with providers, medical groups, and surgery centers to identify, develop, and implement sustainable solutions.

- Improve financial and operational performance
- Increase patient access and satisfaction
- Strengthen provider alignment and engagement
- Evaluate and execute acquisitions and integration
- Enhance organizational structure and strategy
- Assess, develop, and implement value-based care strategies
For further information about Coker Group, and how we could be of assistance, please call 1.800.345.5829 or visit cokergroup.com