



In order to remain competitive in a dynamic health care environment, health care organizations are seeking to optimize clinical care and enhance performance through a wide range of physician-hospital affiliation relationships and models.

Identifying the right approach for your organization can help to support system-wide goals through well-aligned physician and advanced practice provider (APP) affiliation relationships.

Hospitals, health systems, and physician organizations continue to evolve based on their unique goals and organizational strategies. Common to many of these organizations is an overarching emphasis on talent management to help optimize clinical care, enhance performance, and ensure access and alignment to advance their missions and sustainability. To help support these goals, organizations must identify the right type and number of physicians and APPs to engage. This includes evaluating various levels of commitment, empowerment, accountability and rewards.

Most health systems rely on a mixture of physician-hospital affiliation relationships that cover both employed and non-employed physicians. It is essential that these models include supportive compensation arrangements and performance requirements in order to align with both fee-for-service and value-based reimbursements.

SullivanCotter has extensive experience in assessing and developing a wide range of physician-hospital affiliation relationships. Recognizing there is no "one size fits all" solution, we work closely with organizations to identify a customized approach to developing and strengthening physician relationships based on your unique organizational circumstances and affiliation needs.

Our comprehensive physician affiliation and needs assessment services allow our clients to better:

- Assess current models and develop new physician affiliation strategies that are better aligned with mission, vision and values
- Optimize physician and APP care delivery to support value-based care initiatives, population health management and payer strategies
- Evaluate and enhance the full range of physician and APP relationships
- Identify the type and number of physicians required to support key service lines and address community needs
- Create compensation and benefits programs aligned with organizational imperatives
- Develop leadership structures and performance management processes to enhance physician engagement
- Assess and optimize service lines and medical group operations and financial performance



SullivanCotter helps organizations assess and develop a wide range of physician affiliation models – including those along the continuum below – from highly integrated to more modestly affiliated:

Higher Levels of Affiliation

Joint Venture and Shared Equity	Clinical Integration and Payer Contracting	Exclusive Foundation/ PSA	Full Practice Integration/ Employment
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Moderate Levels of Affiliation

MSO (Practice Management)	Joint Managed Care (with limited risk)	Specialty Institute/Service Line Co-Management
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Lower Levels of Affiliation

Telemedicine and Non-Medical Staff Referring Physicians	Traditional Hospital Independent Medical Staff	Physician Recruitment and Retention Support	Medical Directorship Services
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Physician Affiliation Planning Framework

SullivanCotter partners with organizations to enhance physician alignment through our insight, experience and understanding of innovative and successful affiliation models. We primarily focus on the following key areas to help our clients design the most appropriate approach.

Our physician affiliation planning framework includes a comprehensive assessment to identify the right type and number of:

- **Affiliation Models** to provide alternative options for employed and non-employed physicians
- **Physicians and APPs** to provide clinical, teaching, research and medical administrative services
- **Compensation Arrangements** to reward and ensure accountable professional services that optimize quality and payer reimbursements
- **Leadership Structures and Performance Programs** to foster shared decision-making, engagement and oversight

Physician Needs Assessment

SullivanCotter's interactive cloud-based application

As hospitals and health systems look to support growth and reassess cost and efficiency concerns in a rapidly evolving marketplace, access to current and projected market-specific physician supply and demand data is critical.

[Learn more and request a demo >](#)