



Tomorrow's Doctors, Tomorrow's Cures®

Welcome! Thank you for joining us for today's webinar.

Please note:

- The program will begin shortly.
- You will not hear the audio until we begin.
- If you have technical questions, please email aamc@commpartners.com.

Learn

Serve

Lead



Association of
American Medical Colleges

Emory Healthcare Physician Group Practices: The Journey to Combining Faculty and Community Practices

AAMC
December, 2020

Penny Castellano, MD
Maureen Haldeman, MBA/MHA



DISCLOSURES

- Dr. Penny Castellano has no conflicts of interest to disclose
- Maureen Haldeman has no conflicts of interest to disclose

OBJECTIVES

- Develop applicable options for creating an employed non-faculty practice that can align with an academic system's needs
- Differentiate an academic system in a competitively advantaged way to optimize local market dynamics
- Create a side by side description of a non-faculty vs faculty practice infrastructure that allows both to succeed

EMORY HEALTHCARE



Emory Healthcare BY THE NUMBERS

819,000+
Patients Served
Annually

2,060+ Employed Physicians @ **250+** Emory Healthcare
Network Locations
800+ EHN Non-Employed Physicians & **11** Hospitals
23,600+ Employees

111,300
Inpatient Admissions

325,000
Emergency Room
Visits

80,000
Operating
Room
Procedures

3 Magnet
Designations
With **2,691**
Licensed
Beds

5,200,000
Outpatient Visits

10,360 Deliveries

21,000+
Clinical Research Patient
Participants

2,000+
Open Heart
Surgeries

500
Solid Organ
Transplants

140
EHN Primary Care
Locations

#1 Hospital in Georgia
Emory University Hospital

#2 Hospital in Georgia
Emory Saint Joseph's Hospital

30 Urgent
Care
Locations & **40**
Minute
Clinics

\$4.7 Billion
Net Revenue
(Budgeted)

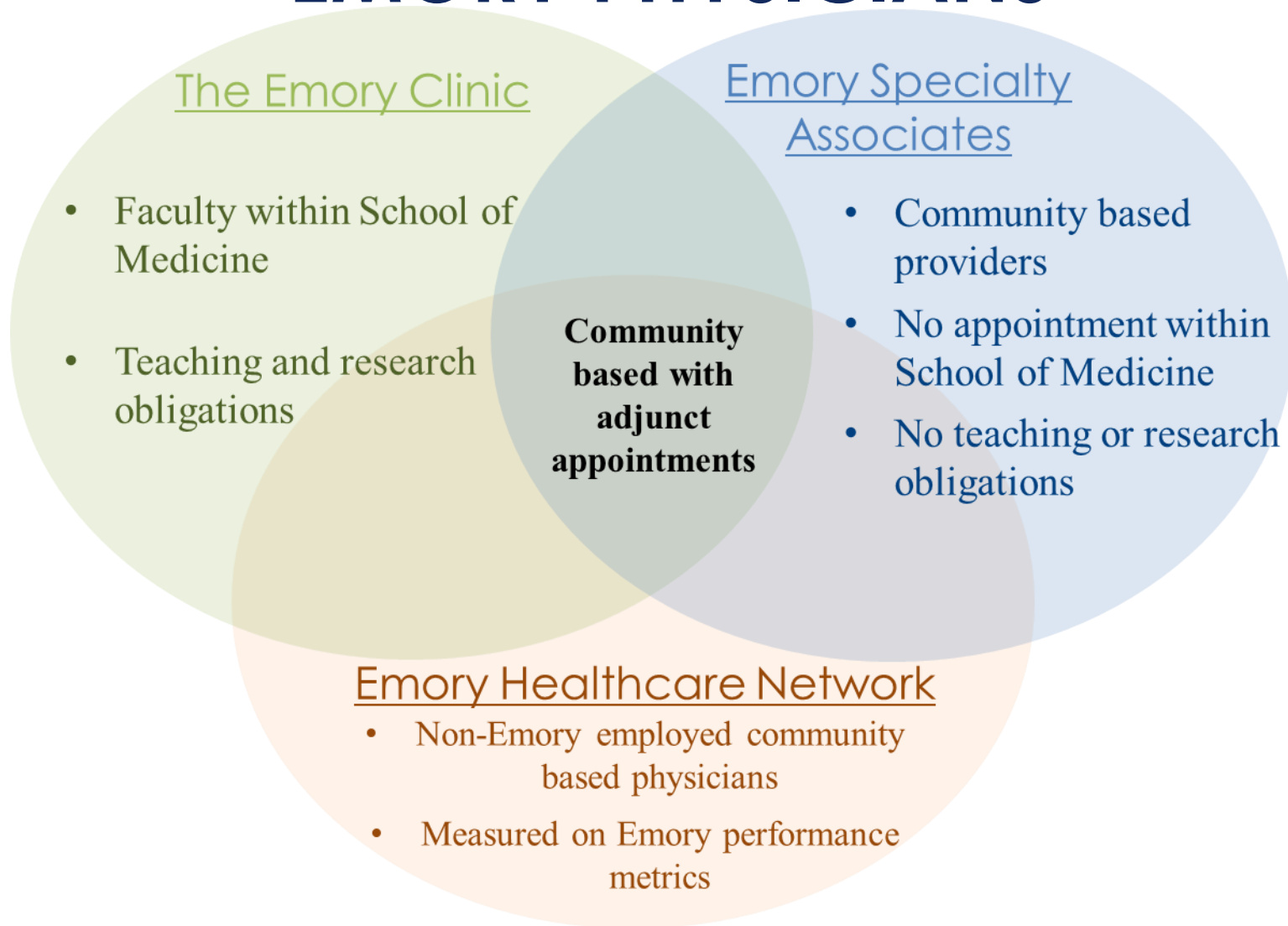
\$4.8 Billion
Economic Impact on the
State of Georgia

60+
Countries
Served by
Emory
International

\$122,000,000
Charity Care

70+
Medical
Specialties

EMORY PHYSICIANS

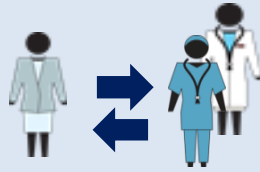


EMORY CLINIC



3.57 Million

FY20 ENCOUNTERS



\$739M

FY20 REVENUE

113

PRACTICE
LOCATIONS

3206+

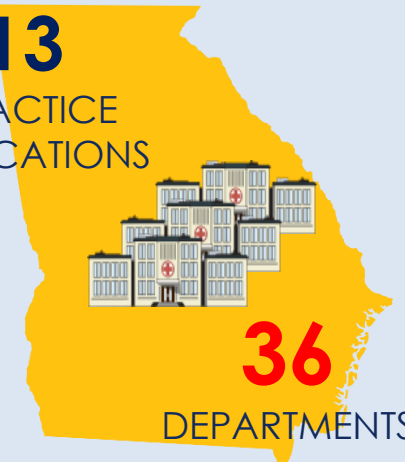
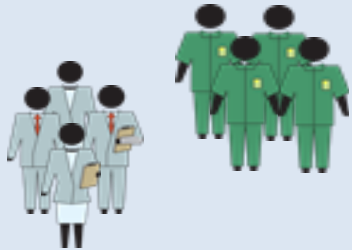
STAFF FTEs

1130+

PHYSICIAN FTEs

692+

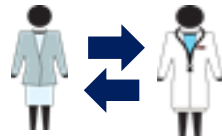
ADVANCE PRACTICE PROVIDER FTEs



Emory Specialty Associates

937,000+

FY20 ENCOUNTERS



\$168M

FY20 REVENUE

91

PRACTICE
LOCATIONS



694+

STAFF FTEs

200+

ADVANCE PRACTICE
PROVIDER FTEs

259+

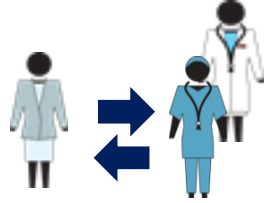
PHYSICIAN FTEs



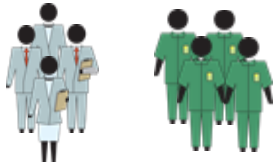
As of Fiscal Year End 2020

ESA DEKALB MEDICAL

357,000
ENCOUNTERS



\$67M NET
REVENUE



286+
TOTAL EMPLOYEES



124+
EMPLOYED PHYSICIANS



33+
ADVANCE PRACTICE
PROVIDERS

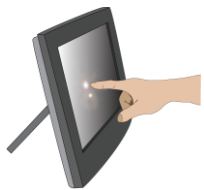


78%-ile
PATIENT
SATISFACTION

56
PRACTICE LOCATIONS
ACROSS GEORGIA



24
MEDICAL SPECIALTIES



38,000+ PATIENT
PORTAL ACCOUNTS

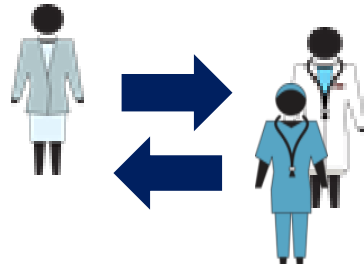


63,000+
REFERRALS ANNUALLY

24,000+
DIAGNOSTICS ANNUALLY

PHYSICIAN GROUP PRACTICE (TEC/ESA/DMPG)

4.52M
TOTAL
ENCOUNTERS



\$907M
TOTAL NET
REVENUE



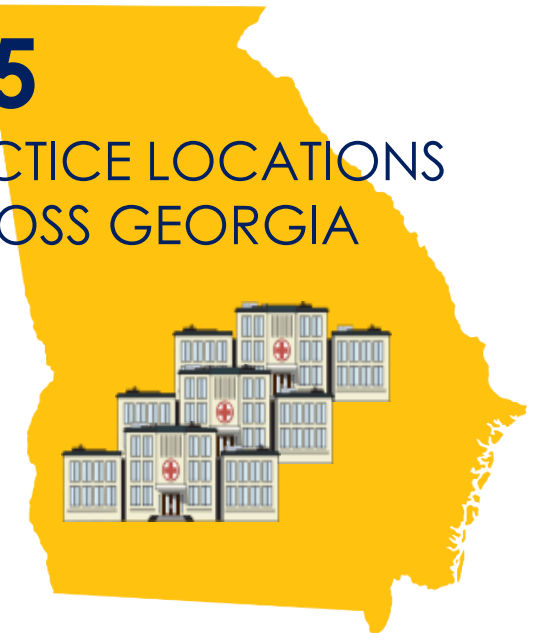
3900+
STAFF FTEs

1389+
PHYSICIAN FTEs

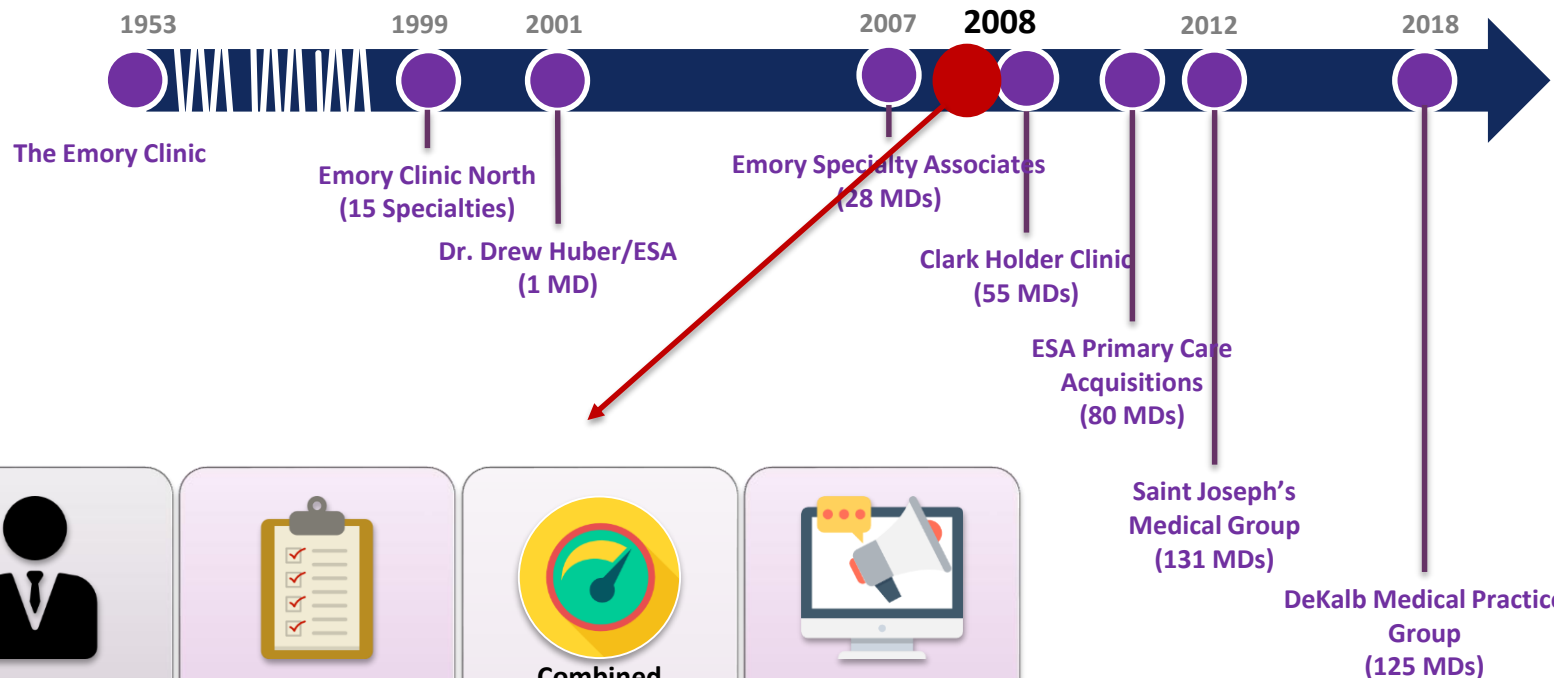


892+
ADVANCE PRACTICE
PROVIDER FTEs

205
PRACTICE LOCATIONS
ACROSS GEORGIA



OUR JOURNEY: MANAGEMENT DISCIPLINE TO SUPPORT PRACTICE GROWTH



One leadership team: Shared clinical and administrative leadership



Standardized care protocols and quality expectations



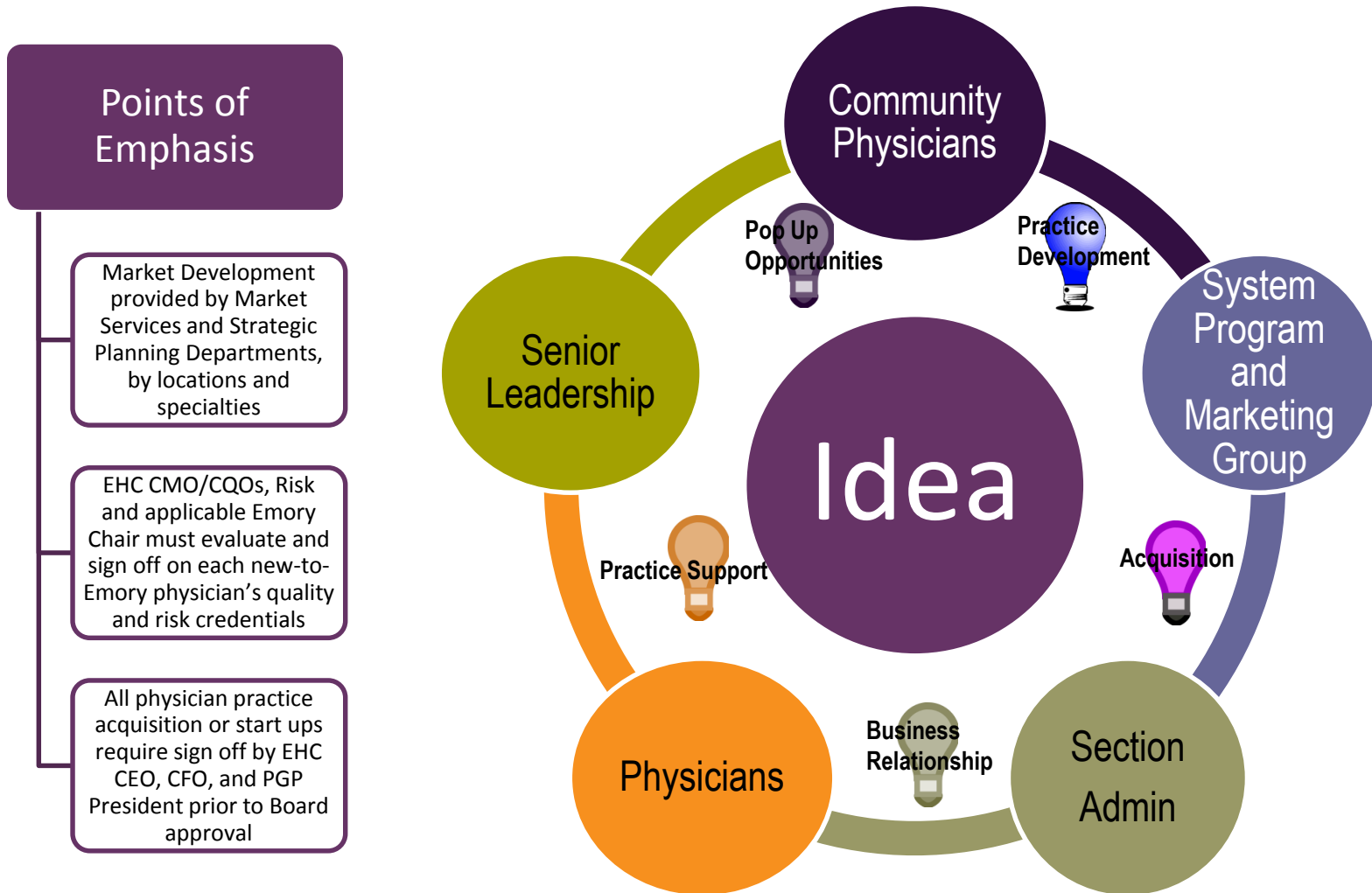
Combined performance measurement (financial, quality, access, patient experience)



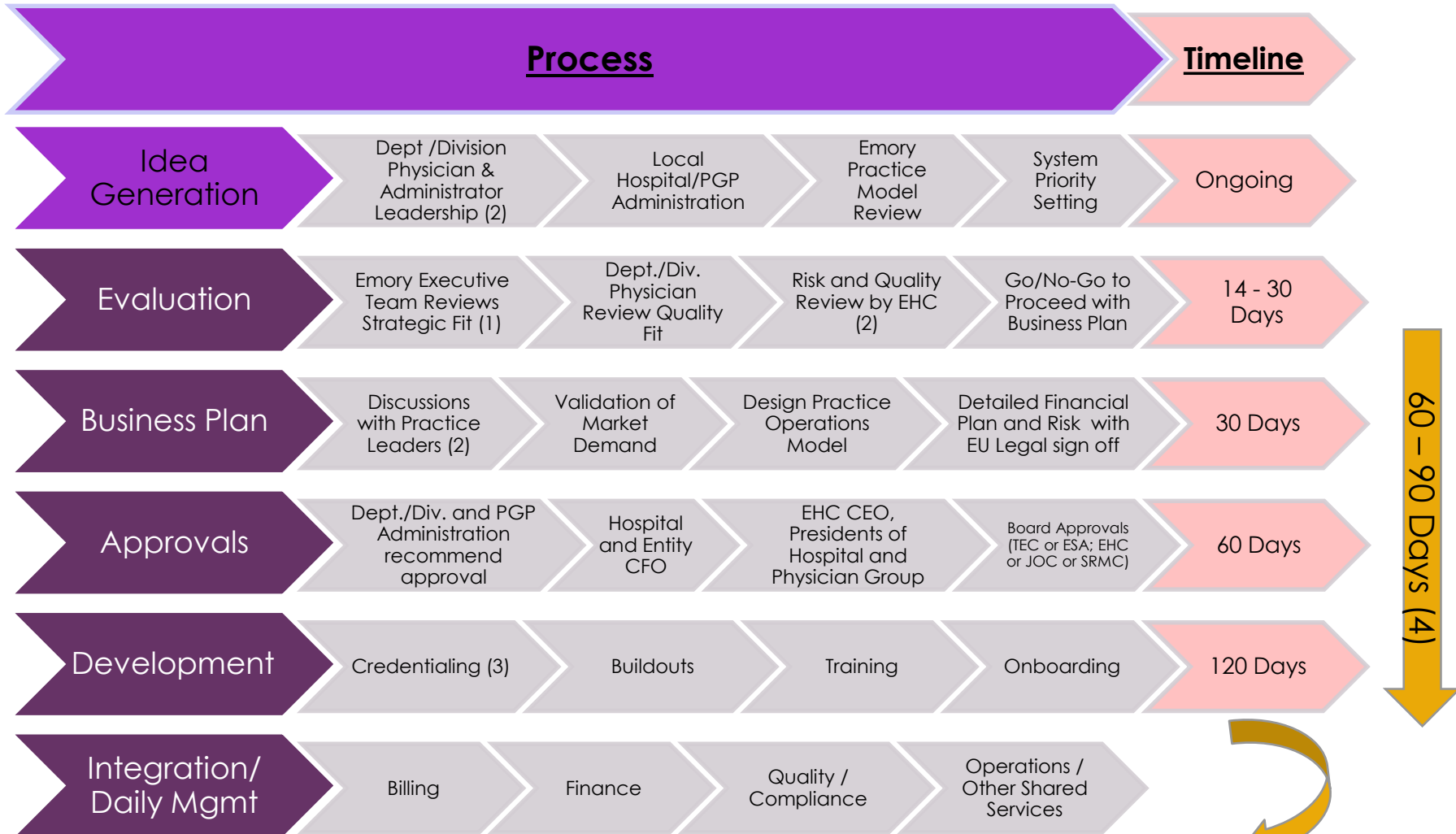
Branding, marketing, and patient experience



THE ASSESSMENT PROCESS



BUSINESS PLANNING PROCESS



60 - 90 Days (4)

(1) System Program and Market Group (SPMG)

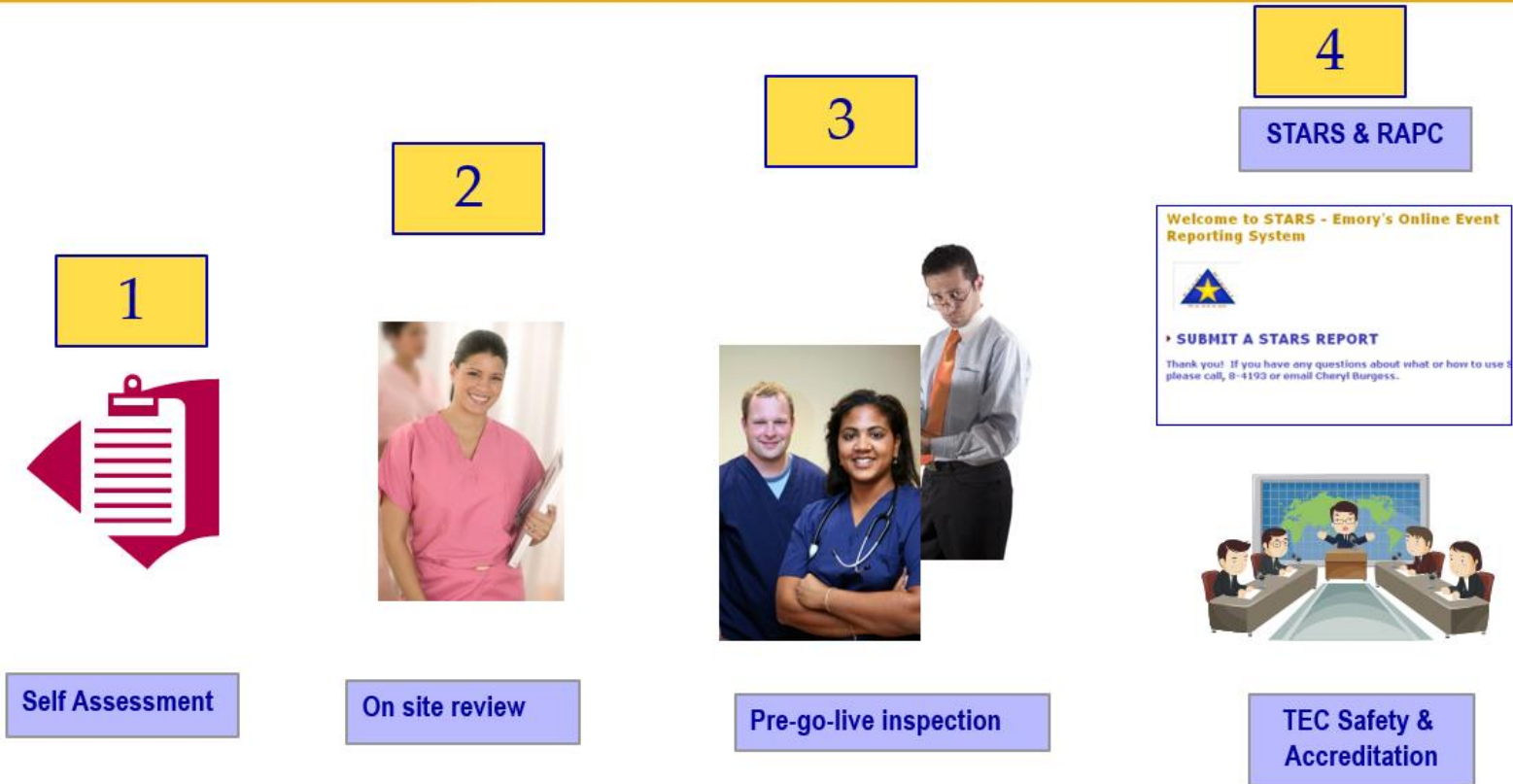
(2) Applies to acquisitions only

(3) Credentialing requires a 120 day lead time; credentialing can (and should) be initiated during Business Planning process

(4) It take on average, 90 days from start of negotiations/business plan initiation to approval.

Ongoing

ASSESSMENTS



ASSESSMENTS

Practice Self-Assessment Questionnaire

- Introduces the general expectations of all EHC physician practices.
- Requires practice to comment on its current state dimensions of:
 - Practice and provider integrity
 - Medical liability history
 - Practice operations such as
 - Coding review
 - Medical Records
 - Compliance issues
 - Quality and Service standards

On site Quality Review

- Conducted by EHC quality-trained nursing staff
- Validates self-reported practice assessment
- Includes direct observations
- Engages staff
- May be delicate issue

Chart Review
20 Patient Charts Will be Reviewed to Assess:
<input type="checkbox"/> Documentation of a follow-up plan
<input type="checkbox"/> Population of medication list
<input type="checkbox"/> Population of allergy list
<input type="checkbox"/> Endorsement of results
<input type="checkbox"/> Communication of results to patient
Clinical Quality
<input type="checkbox"/> Existence and appropriateness of clinical service contracts
<input type="checkbox"/> Review patient ID Methodology (MRN)
<input type="checkbox"/> Hazardous materials: existence and if applicable, appropriate storage
<input type="checkbox"/> On-site medications: administration, adherence to expiration data, and appropriate storage
<input type="checkbox"/> Emergency plans are in place and staff are trained on these procedures
Compliance
1. Method for skills validation of non-MD clinical staff? (NP, PA, MA, RN, LPN, tech, etc.)
Service Quality
1. Days to next new patient appointment
2. Days to next return patient appointment
3. Availability of acute illness appointments
4. Response time to patients' clinical questions
5. Time to respond to prescription refill request
6. Compliance with hand hygiene

PRE GO LIVE CHECKLISTS

- Credentialing checklist completed just before go live
- Requires on-site evaluation
- Conducted by Medical Staff Office
- Additional Nursing presence
- Assures EHC standards in place at go-live
- Include naming and signage approval

B. PLANS, LICENSURE / CERTIFICATION	Y	N	N/A	COMMENTS
1. Is there a Hazardous Communication plan which include evidence of containment (red-bio-hazard bags), storage, and labeling?				
2. Is there an Exposure Control Plan that includes Infection Control and Universal Precautions policies, procedures, or protocols?				
3. What types of sterilization procedures are used? Explain procedure:				

A. EMERGENCY CARE	Y	N	N/A	COMMENTS
1. Is basic emergency equipment available to include an operable Ambu-bag or mask/oxygen tank (checked monthly and log maintained quantifying amount)? Is there a non-physician staff member CPR certified?				
2. Is there evidence of a procedure in place concerning notification of local emergency transport personnel during a medical emergency?				
3. What is the distance to the nearest 24-Hour Emergency Room? # of mile(s):				

LESSONS LEARNED

What Has Worked

Understanding the market and system need before engaging

Vetting practices through Chairs

In-depth proforma with realistic estimates based on known Emory practices and markets

What Hasn't Worked

Promising practices that nothing will change with Emory employment

Not communicating lines of authority/physician oversight

Ignoring potential mis-matches with Emory culture

WHAT'S ON THE WHITE COATS?



IDENTITY MATTERS...

AND WHAT IS ON THE WEBSITE



John Sargent Kennedy, MD
Surgery

DeKalb Surgical Associates, P.C.
Emory Healthcare Network Physician

EMORY SCHOOL OF MEDICINE FACULTY



Jamil Luke Stetler, MD
Surgery

Emory Clinic
Emory Healthcare Network Physician



Ahad M Khan, MD
Surgery

Emory Bariatric Center at Johns Creek
Emory Healthcare Network Physician



EMORY SCHOOL OF MEDICINE FACULTY

Sandra B Reed, MD
Gynecology

Emory Clinic
Emory Healthcare Network Physician



Leroy K Hubbert, MD
Gynecology

Emory at LaGrange
Emory Healthcare Network Physician

Specialties:

Gynecology
Obstetrics and Gynecology 1996

EMORY SCHOOL OF MEDICINE FACULTY

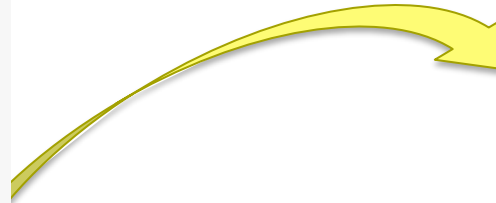


Sandra B Reed, MD
Gynecology

Emory Clinic
Emory Healthcare Network Physician

Specialties:

Gynecology
OBGYN - Delivers 1993



At a Glance

1991
STARTED PRACTICING

28
YEARS EXPERIENCE

2
OFFICE LOCATIONS

2
HOSPITAL AFFILIATIONS

Specialties

Gynecology
OBGYN - Delivers (Board certified since 1993)



4.7 out of 5 (109 Ratings,
18 Comments)

ABOUT THIS DOCTOR

ACADEMIC PROFILE

LOCATIONS &
APPOINTMENTS

ACADEMIC PROFILE

RATINGS & REVIEWS

Academic Profile

GROWING RESPONSIBLY



NEW RETAIL LOCATIONS: KNOW WHERE TO GO



38 Locations



Key Takeaway:

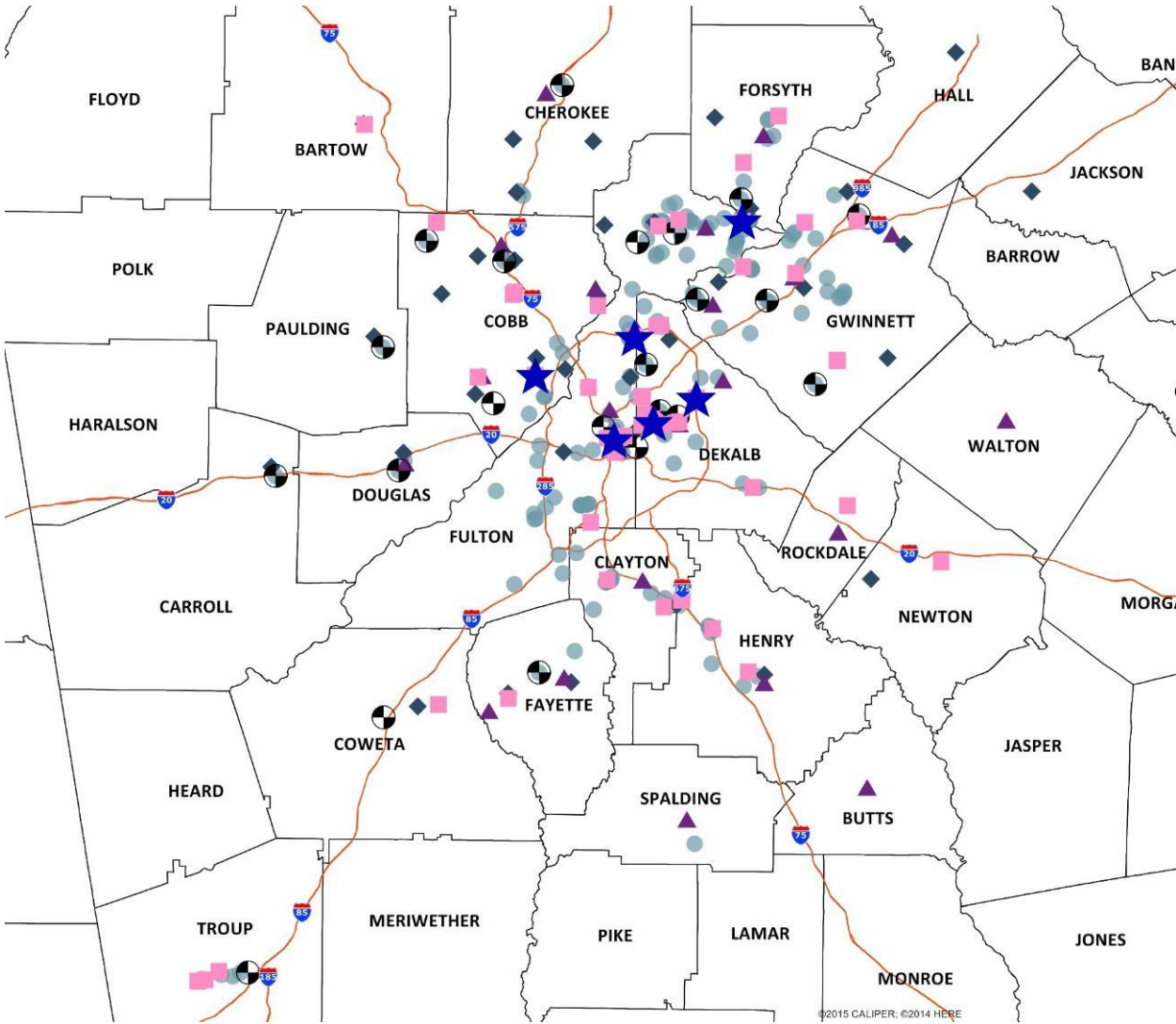
**Retail and Urgent
Care Clinics are a
great option for low
acuity medical
needs**

A blue graphic with the text 'Summer injury? After hours illness?' at the top. Below the text is a central illustration of a doctor with glasses and a white coat, surrounded by four circular icons: a person, a large 'H', a plus sign, and another plus sign. To the right of the graphic is a text box with the following content:







Emory has you covered with access to primary care, urgent care and MinuteClinic locations. Not sure which is right? Learn more at emoryhealthcare.org/wheretogo.

The Emory Healthcare logo, consisting of the word 'EMORY' in a large, blue, serif font above the word 'HEALTHCARE' in a smaller, blue, sans-serif font, is located in the bottom right corner of the graphic.

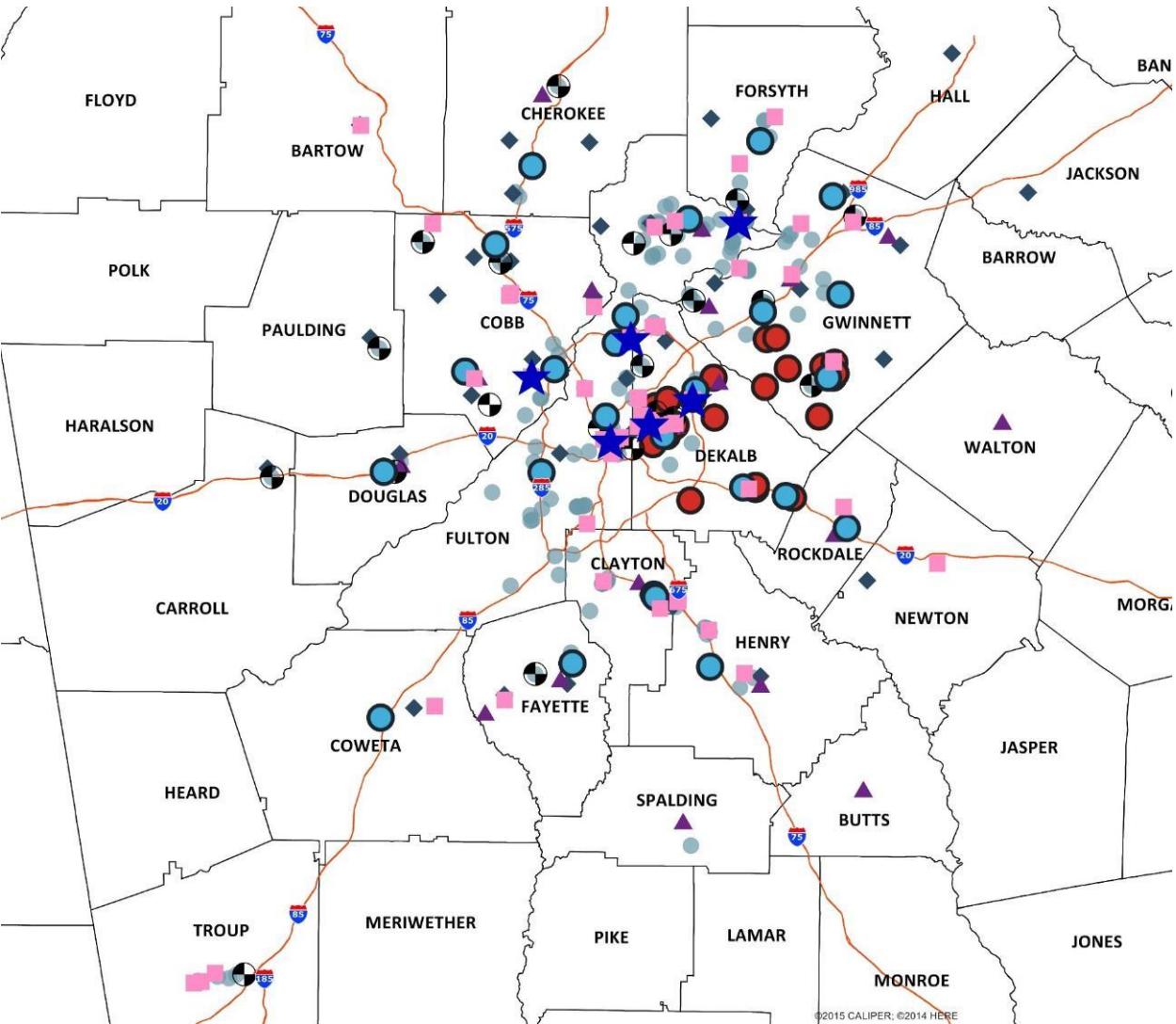
BEFORE FALL 2018











**EHC Locations
(As of August 2018)**

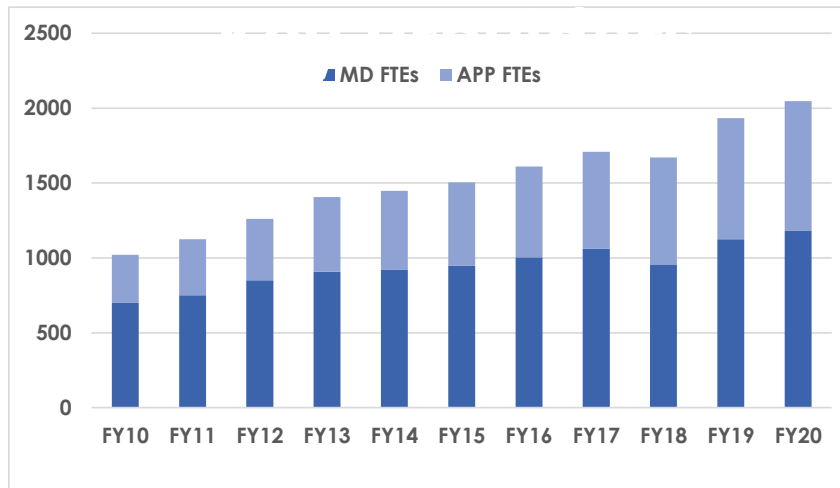
	EHC Hospital
	PGP
	EHC Physical Therapy
	EHN Private Practice
	CVS Minute Clinic
	Urgent Care

AFTER FALL 2018



EHC + DeKalb Medical + Kaiser Locations	
	EHC Hospital
	PGP
	EHC Physical Therapy
	EHN Private Practice
	CVS Minute Clinic
	Urgent Care
	DeKalb Medical
	Kaiser Permanente

PROVIDER GROWTH

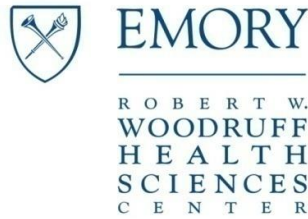


Planned MD Growth (“green” hires):

Cardiology	3	Orthopaedics	2
Colorectal Surgery	1	Pathology	3
Emergency Medicine	9	Plastic & Reconstructive Surgery	1
Emergency Medicine Specialty	6	Primary Care & Geriatrics (inc. SA/DP)	13
Gastroenterology	2	Radiation Oncology	2
Gynecology & Obstetrics	2	Radiology	10
Hematology & Medical Oncology	2	Rehabilitation Medicine	2
Nephrology	1	Rheumatology	1
Neurology	3	Urology	1
Neurosurgery	1	Vascular Surgery	1
Ophthalmology	2	TOTAL	70

New Process for Hiring

“BIG” EMORY



- 3,673 faculty
- 5,848 students / trainees
- 33,456 employees

- \$5.5 billion enterprise
- \$641.9 million research funding

EMORY
HEALTHCARE

EMORY
UNIVERSITY
SCHOOL OF
MEDICINE

EMORY
ROLLINS
SCHOOL OF
PUBLIC
HEALTH

EMORY
NELL HODGSON
WOODRUFF
SCHOOL OF
NURSING

EMORY
WINSHIP
CANCER
INSTITUTE

EMORY
YERKES
NATIONAL
PRIMATE
RESEARCH
CENTER

- Most comprehensive system in Georgia
- 11 hospitals
- 2,701 licensed beds
- 2,800+ physicians
- Emory Healthcare Network (Clinically Integrated Network)
- Emory Physician Practices

- 582 medical students
- 522 allied health
- 1,322 residents/fellows
- 107 accredited programs
- 3,166 full/part-time faculty
- \$443.7m in research funds (#19 nationally)

- 1,203 master degree students
- 179 PhD students
- 312 full/part-time faculty
- \$107.6m in research funds (#5 nationally)

- 553 bachelor degree students
- 445 master/PhD/doctoral students
- 255 faculty
- \$12.8m in research funds (#5 nationally)

- Only NCI comprehensive cancer treatment center in Georgia
- \$96 million in research funds¹

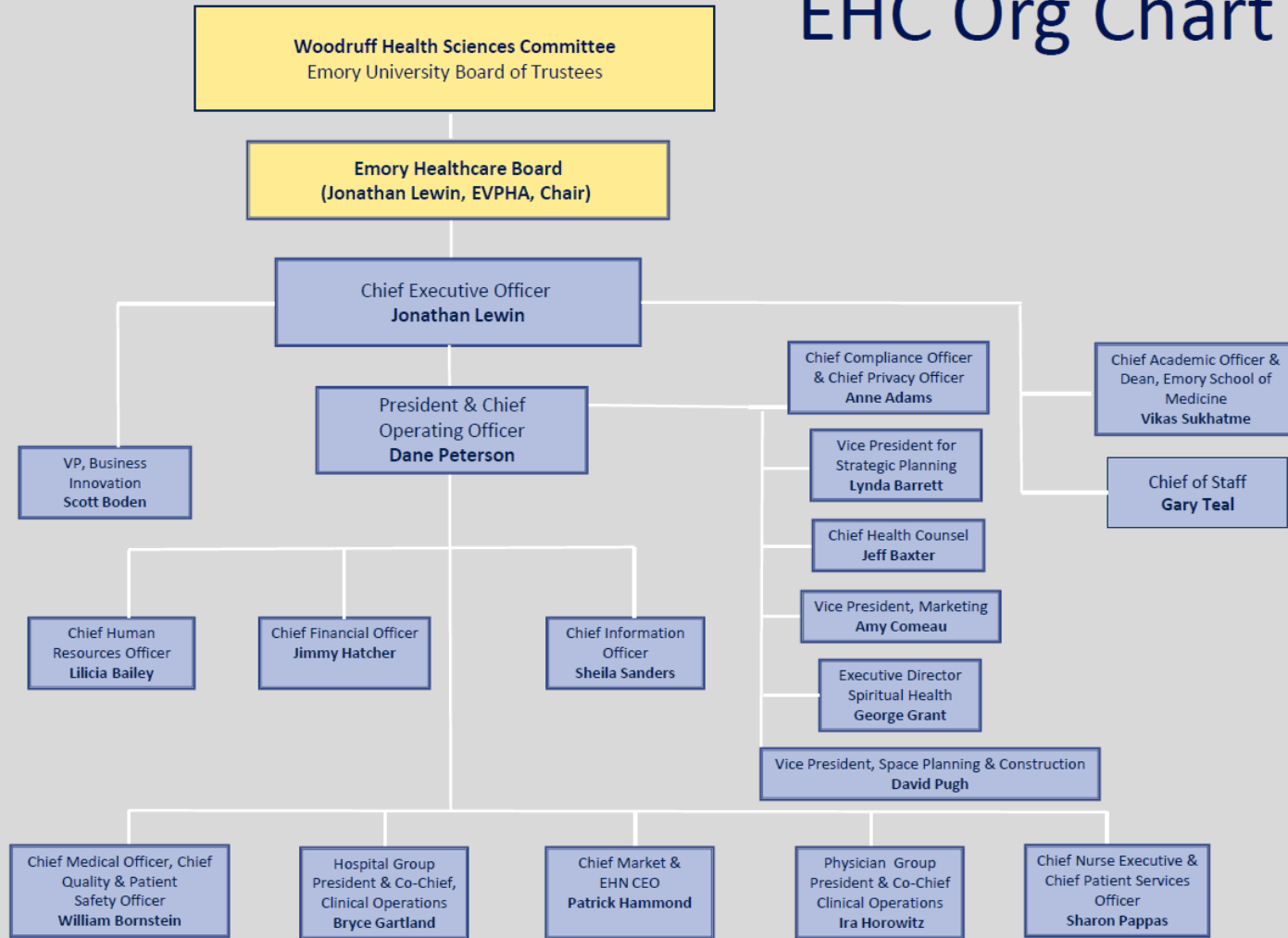
- One of 7 NIH funded primate centers in the U.S.
- 352 staff members
- 64 faculty scientists
- 1,000 non-human primates
- \$74.6m in research funds (#1 nationally)

¹ Spread across multiple schools and included in school totals
Sources: 2020 WHSC At-A-Glance, SOM Strategic Initiatives Department, FY20 EHC Annual Operating Plan

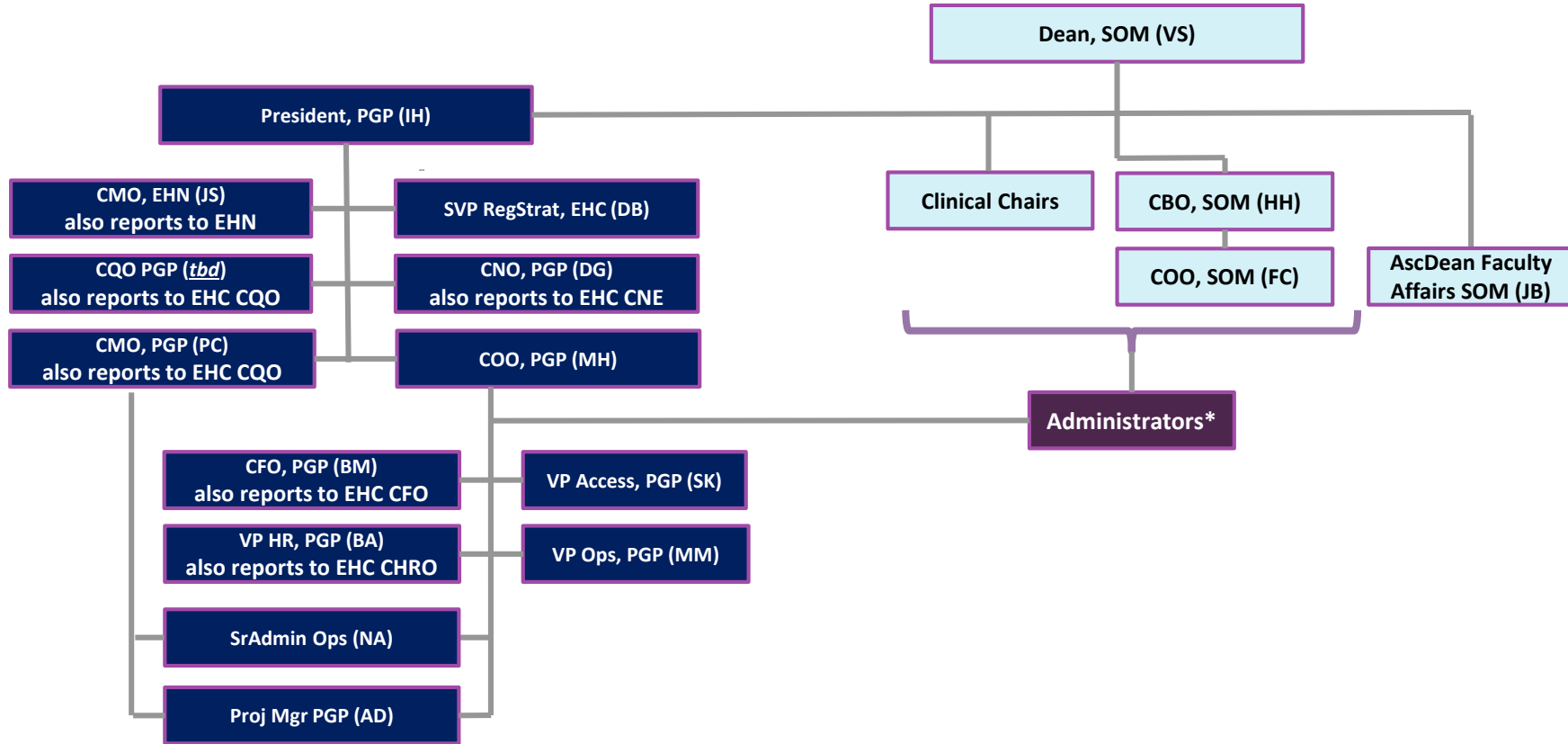
EMORY HEALTHCARE

Oct 2020

EHC Org Chart



EMORY PHYSICIANS GROUP






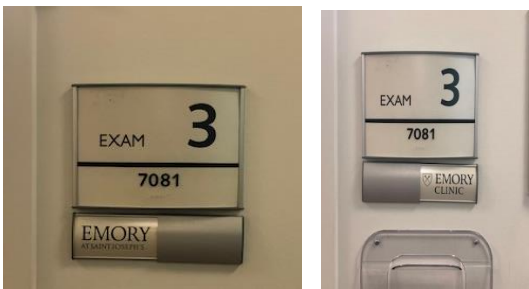
Note:
*Administrator Structure on Separate Chart

ROLE OF THE CHAIR

- Chair oversees across all physicians and services within specialty (TEC, ESA)
- Chair is accountable for quality and operational excellence
- Chair has final approval for credentialing required of all employed physicians
- Chair provides input on EHN physician membership

DIFFERENCES – SUPPORT, RESOURCES, OVERSIGHT

	The Emory Clinic	Emory Specialty Associates
Board 	<ul style="list-style-type: none"> • PGP President • Chief Operating Officer • Chief Finance Officer • CEO of EHC/EVPHA • 2 Chairs appointed by EVPHA • 1 Physician appointed by Director • 2 At Large Physicians voted by members • 4 Non-Physician members of the Emory Healthcare Board 	
Staffing 	<p>1:6 RN to Provider Ratio</p> <p>1:4 MA to Provider Ratio</p> <p>Use of consolidated call center</p>	<p>Limited RNs</p> <p>1:1 MA to Provider Ratio</p> <p>Some using call center</p>
EMR 	<p>2 1: Primary Care & Specialty Care</p> <p>1: Ophthalmology</p>	<p>3 2: Primary Care & Specialty Care</p> <p>1: Ophthalmology</p>



The
Joint
Commission
Standards

Level of standards expected of The Emory Clinic. ESA is not accredited with The Joint Commission, but some standards (NPSGs) do apply

Internal Quality Reviews
Staff Certification & Licensing
Infection Control Processes
Allergies & Medication Management
Service Standards Uniformity with
Patient & Family Centered Care
National Patient Safety Goals (NPSG)

Level of standards expected of an Emory Healthcare physician practice.

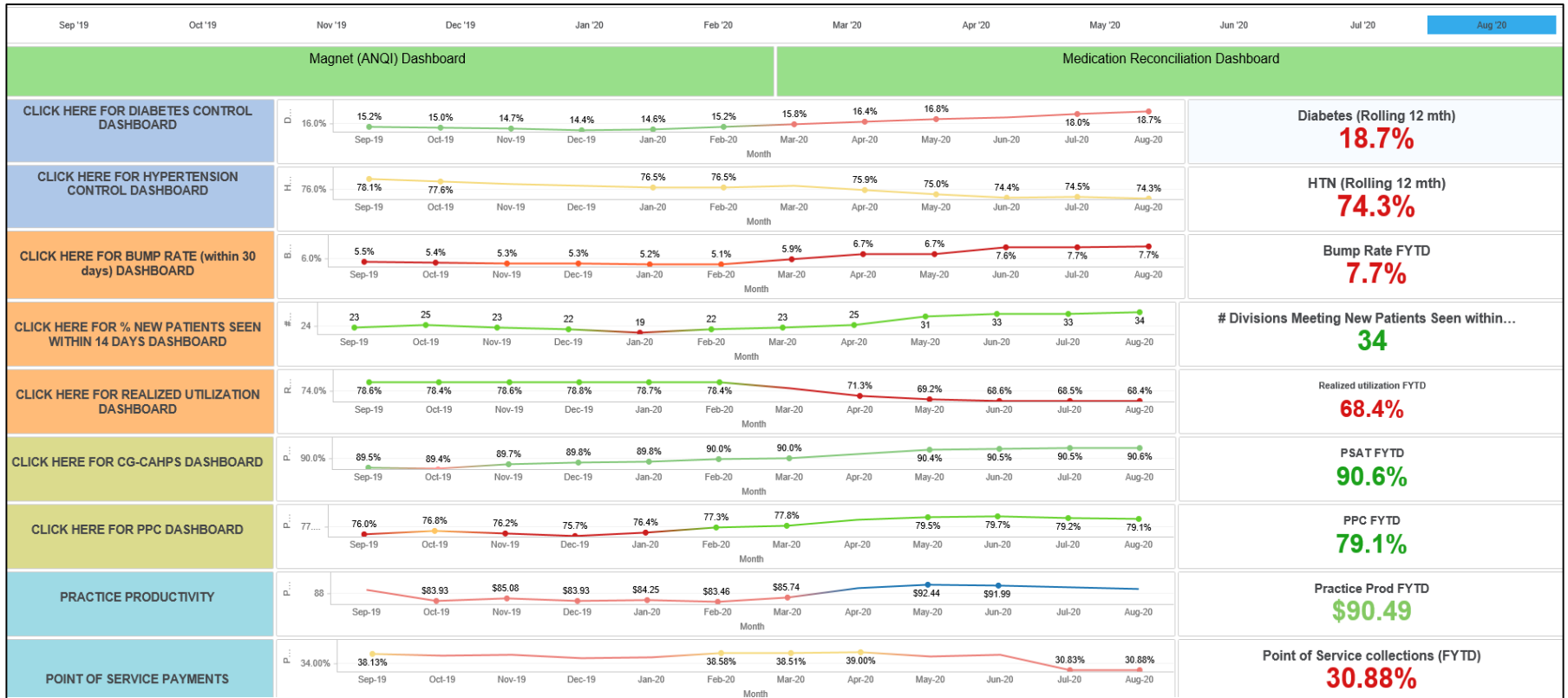
Scope of Practice Guidelines for Practitioners
State Third Party Payer Guidelines & Obligations
Department of Human Services (DHR) Regulations & Guidelines
Technical Services Certifications & Guidelines (CLIA, DMERC, etc.)

State Standards

OSHA, Life Safety Codes, & HIPAA Regulations & Guidelines
Coding & Medical Practice Regulations & Guidelines
Centers for Medicare & Medicaid Services (CMS) Regulations & Guidelines
Department of Health & Human Resources Regulations & Guidelines
PQRI, Electronic Medical Records, & Meaningful Use Initiatives

National Standards

SHARED METRICS



SHARED METRICS

PGP DIABETES POOR CONTROL

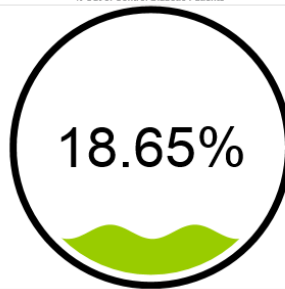
Reporting Time Period: 08.01.2019 - 07.31.2020

Clinic GL Operating Unit (Group)	Count (Patient)	Sum (A1c Missing)	Sum (A1c >= 9)	Sum of Out of Control	% Out of Control
ESA Primary Care	7,610	496	961	1,457	19.1%
General Internal Medicine	5,748	306	613	919	16.0%
51200 Family Medicine	1,093	51	217	268	24.5%

Out of Control Patients
3,108

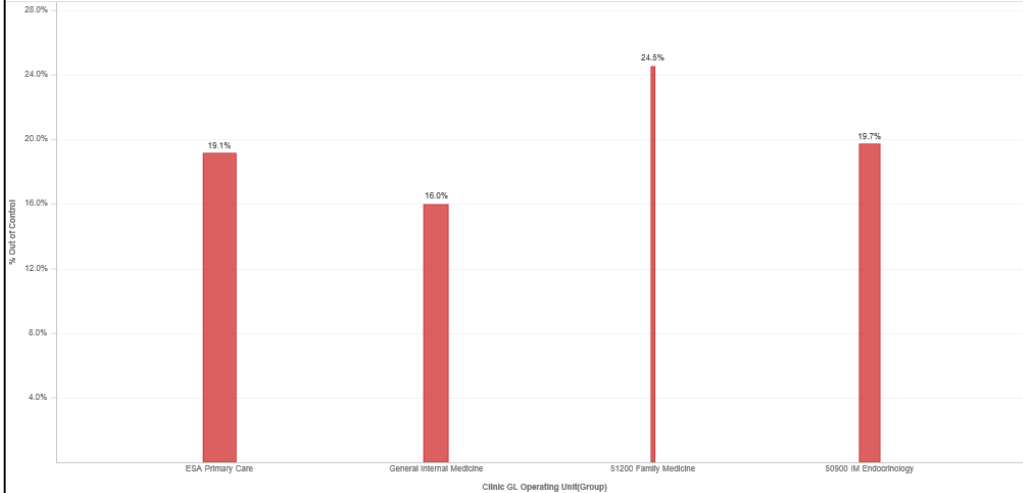
Unique Patients
16,663

Powered by Vitarra



% Out of Control Diabetic Patients

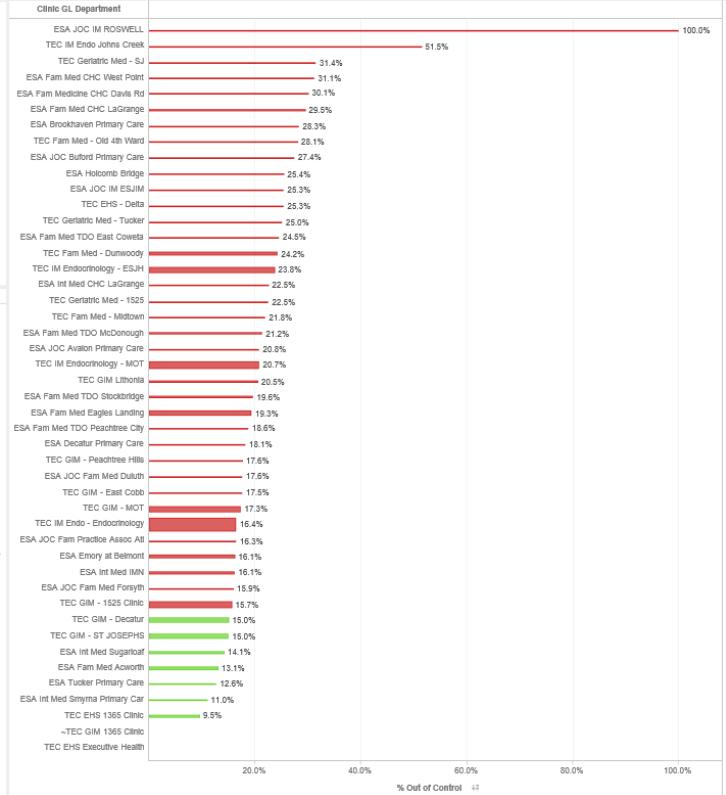
% Out of Control By Division (select a bar to filter for departments)



% Out of Control
■ 15.6% - 24.5%

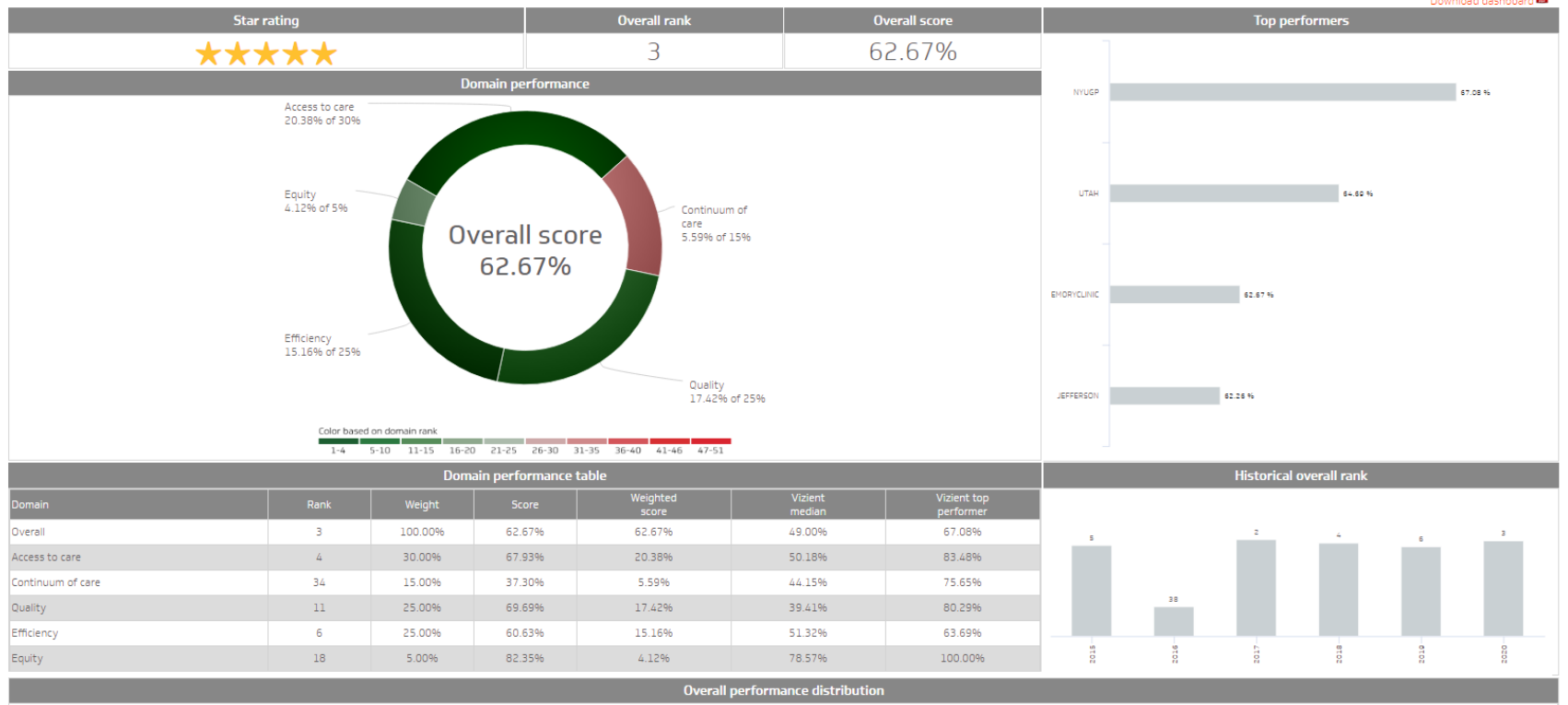
Count (Patient)
■ Min: 1,093
■ Max: 7,610

% Out of Control By Department



SHARED BENCHMARKING

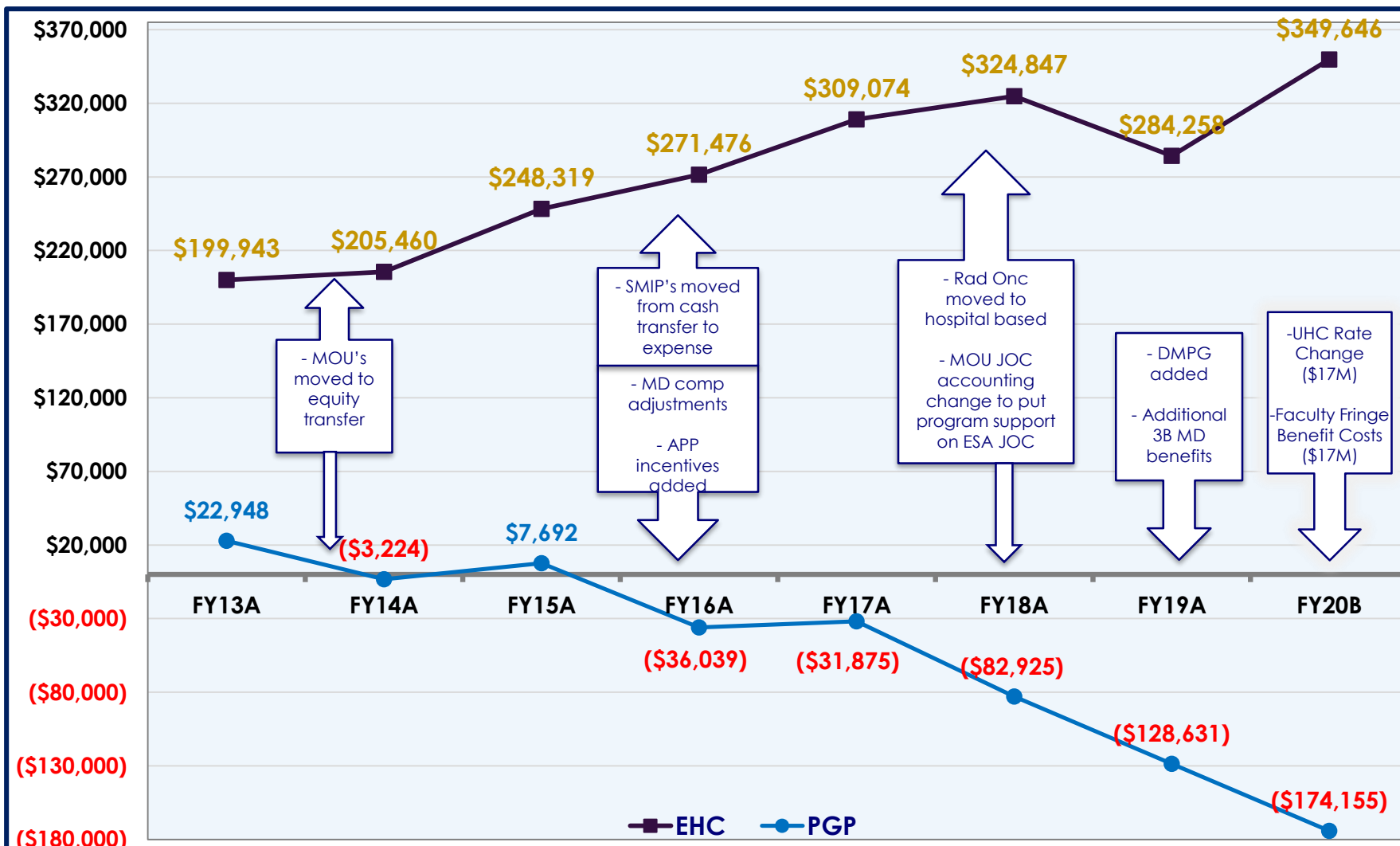
2020 Ambulatory Quality and Accountability Performance Scorecard Emory Healthcare



ONE PHYSICIAN COMPENSATION COMMITTEE

- Compensation Committee ensures alignment with Emory Medicine Compensation Philosophy and Guiding Principles
 - Makes recommendations to Dean
- Academic and Community RVU and Compensation benchmarks
 - Compensation and productivity are individually benchmarked
- ESA/TEC Alignment:
 - Components of the compensation plan may be similar (i.e., base, variable, incentive) within a specialty
 - Primary Care – Compensation plan is the same across
 - Note: ESA plans typically utilize a community rather than academic benchmark
- Annual Salary Reviews

PRACTICE EBIDA CHANGES AS MORE SERVICES MOVE TO THE HOSPITAL



ONGOING INTEGRATION WORK

**Merging of
cultures**

**Integration
Recruitment
Leadership**

**Shared Fiscal
Responsibility**

**Leverage for
Population Health,
Teaching, & Clinical
Research**

**Network
Integrity**

**Supporting
Infrastructure**

KEY TAKE AWAYS AND LESSONS LEARNED



Changing role of faculty vs community (ESA)

Considerable loss of network integrity as move further from core hospitals

Compensation differential decreasing between faculty and employed physicians

Supporting Infrastructure (Hospitals, Medical Office Building, ASC)

Quality and standards must be the same – “No Second Class Member”

Financial awards must be aligned between the groups

WE ARE ONE - A NEW LOGO!

EMORY
HEALTHCARE

Physician Group Practice

QUESTIONS AND DISCUSSION

THANK YOU

CONTACT INFORMATION

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Associate Clinic Director and Chief Medical Officer
The Emory Clinic and Emory Specialty Associates
Professor and Vice Chair for Clinical Affairs

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404-778-2191



Maureen Haldeman

Chief Operating Officer,
Emory Physician Group Practice

Maureen.Haldeman@emoryhealthcare.org

404-778-7550



Save the Date

Webinar: An Update on Physician Compensation Methodologies in Academic Medical Centers

Monday, February 8, 2021

3:30 – 4:45 pm (ET)

CMOG/GFP Joint Spring Meeting

March 18 & 19, 2021

1:00 – 4:00 pm (ET) on each day

(Please note that this meeting will be virtual)

Questions? Contact Shawn Rosen-Holtzman at srosenholtzman@aamc.org

APPENDIX

CHARACTERISTICS OF EMORY AMBULATORY SITES

	The Emory Clinic (Emory Employed)	Emory Specialty Associates (Emory Employed)	Private Physicians in Emory Healthcare Network (EHN)
Practice Administration			
Governance Board	TEC and EHC	ESA and EHC	Independent - Varies By Practice
Practice Governance	Department Chair/Section Chief and PGP Admin	Department Chair/Section Chief and PGP Admin	Independent
Tax I.D.	TEC	ESA and EMG	Varies By Practice
Billing	Centralized GE Centricity Business/Patient Financial Services	Centralized GE Centricity Business/Patient Financial Services	Varies By Practice
EMR	Cerner PowerChart	Cerner PowerChart	Certified EMR Required – Varies by Practice
Medical Malpractice	Clifton Casualty	Clifton Casualty with MAG Tail coverage	Varies By Practice – Required Delegated Credentialing Levels
Joint Commission Accreditation	Yes	No – but most standards apply	No

CHARACTERISTICS OF EMORY AMBULATORY SITES

	The Emory Clinic (Emory Employed)	Emory Specialty Associates (Emory Employed)	Private Physicians in Emory Healthcare Network (EHN)
Integration with Emory Tri-Partite Mission <i>(i.e. clinical care, teaching and research)</i>			
Physician Employment	EHC and SOM	ESA	Practice
Advance Practice Provider Employment	EHC	ESA	Practice
Staff Employment	EHC	ESA	Practice
Full-Time Faculty Appointment	Yes	No – Some Have Volunteer	No – Some Have Volunteer
Dean’s Tax or Academic Enrichment Funding	No	No	No
Teaching	Residents/ Fellows/ Students	Some Residents/ Fellows/ Students (not required)	Not Required – Some Do

CHARACTERISTICS OF EMORY AMBULATORY SITES

	The Emory Clinic (Emory Employed)	Emory Specialty Associates (Emory Employed)	Private Physicians in Emory Healthcare Network (EHN)
Compensation and Reimbursement			
Physician Compensation	Productivity Based with quality and other incentives	Productivity Based with quality and other incentives	Varies by Practice
Managed Care Rates	TEC Fee Schedule	TEC/ESA or EMG Fee Schedule	EHN Private Fee Schedule