

Case Study: Medical Staff Analysis

A hospital in a Midwestern state engaged Health Planning Solutions to survey its medical staff both to gain a better understanding of the issues that the staff had regarding hospital operations and to assess productivity, retention, recruitment and retirement over a 5-year planning horizon.

HPS conducted face-to-face interviews with key physicians on the medical staff, verified a number of concerns the hospital was aware of and identified additional issues. These issues included concerns about overall management and scheduling of the OR, nurse staffing, turnover, and management issues on the surgical floors, and an overall shortage of primary care physicians in the community. These comments were shared with hospital executives and a plan to address these issues was developed and discussed at a series of medical staff meetings.

HPS also developed a physician needs analysis based upon region and age/gender specific use rates and our assessment of existing physician capacity. This analytical approach largely confirmed the need for recruitment over the 5-year period that the physicians voiced in the interviews. However, HPS identified a number of additional key recruitment needs in specialties that were not identified by the physicians. Most importantly, HPS discovered that while recruitment goals were identified, most practices did not have an organized plan for recruitment. Based on this information the hospital and physicians agreed to work together to recruit the needed physicians with the assistance of the health system to which the hospital belonged.