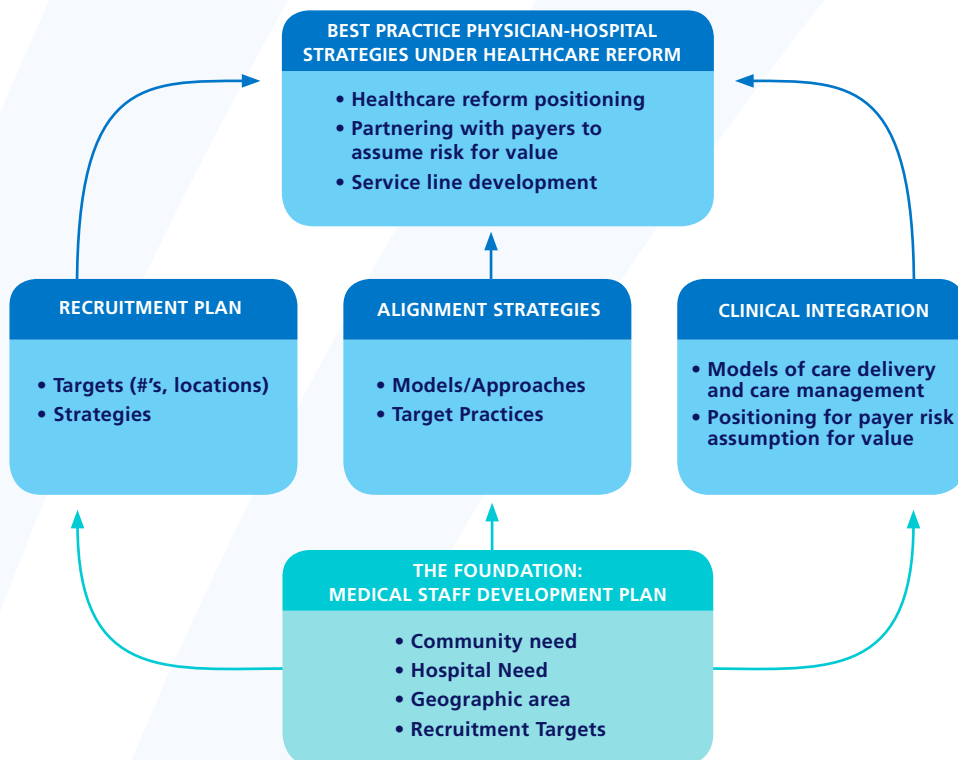




Do You Have the Medical Staff Resources to Support Your Strategy?

Population growth and aging, and an increased rate of physician retirement, means the physician shortage won't go away. This will make effective medical staff planning an increasingly important element in executing strategy.

Veralon helps hospitals and whole health systems mitigate the impact of this shortage with medical staff planning that establishes recruitment priorities and addresses the use of advanced practice clinicians (APCs). We can also document community need to meet regulatory requirements.



WHY VERALON?

We have completed approximately 500 medical staff development plans and physician community need studies, using:

A Continuously Refined Demand Model: Veralon's proprietary demand model has been continuously updated for more than 20 years based on our experience and the most accurate and up-to-date data sources. We use market-tailored physician-to-population ratios, not national figures, and account for regional practice patterns.

Exacting Methodologies: We are unusually rigorous in our demand methodologies, using market-specific information. We don't settle for the typically inaccurate physician supply figures from proprietary databases.

Integration with Planning Initiatives: Our need and supply estimates take into account the impact of strategic initiatives, such as affiliation relationships, plans for clinical institutes, ambulatory care networks, and care management initiatives.



Veralon's in-depth medical staff planning and development can cover any or all of the following:

Physician Community Need Studies

Veralon performs rigorous quantitative assessments of community need for physicians in a hospital's service area. We use:

- Age-adjusted physician-to-population ratios tailored to the local market
- Adjustments for race and ethnicity for clinical specialties
- Researched and customized planning ratios for more than 30 specialties
- Internally developed physician inventories based on local data sources, confirmed with phone verification, and adjusted for factors that impact physician availability, such as multiple offices, physician age and practice levels and non-clinical activities
- Appropriate consideration of how advanced practice clinicians, (nurse-practitioners, physician-assistants, nurse-midwives, and others), affect provider availability
- Adjustment for payer influences as needed

If appropriate, Veralon can perform this work at the level of detail required to support the use of hospital resources in recruiting new physicians for the community. We can provide the necessary documentation to ensure compliance.

Medical Staff Development Plan

Veralon's medical staff development plans build on community need estimates, adding qualitative and quantitative assessments of an organization's strategic medical staff requirements. We look at:

- Medical staff dynamics
- Unmet referral needs
- The mix and depth of available specialists
- Physicians needed to support strategic initiatives
- Admission levels necessary to sustain and grow market share

The resulting plan includes recruitment recommendations by specialty, and projected costs.

Once the type and number of physicians needed has been determined, we can help you:

- Understand the best options for aligning physicians with your organization (e.g. employment vs. other approaches) to achieve recruitment goals and targets
- Determine how to integrate recruited physicians into organizational initiatives such as a clinically integrated network, network development, or growth of a service line
- Assist with medical practice redesign to optimize positioning with payers