



## Correlating physician supply and demand: Medical Staff Development Planning

### THE SITUATION

A significant part of the growth and success of a hospital is dependent upon the right mix of physicians and specialists. However, the demand for these professionals greatly outweighs the supply. As the physician workforce ages, hospitals are forced to compete for the recruitment of new talent. And to add to the complexity, hospitals must contend with Stark and IRS regulations regarding recruitment of new physicians. Without strategic analysis and careful planning, physician recruitment programs may become stagnant and the hospitals will suffer. This is where Medical Staff Development Planning from Community Hospital Corporation (CHC) can help.

### THE SOLUTION

Community Hospital Consulting (CHC Consulting), the management and consulting arm of CHC, creates a medical staff development plan to meet regulatory requirements by determining the number of physicians needed in the community for each specialty. The plan also builds in transition planning based on medical staff composition factors such as specialty and age of each physician.

Correlating physician supply and specialties with market demand and conditions allows CHC to effectively support hospital leadership in its physician recruitment and retention efforts.

CHC Consulting Medical Staff Development Planning encompasses the following components:

- Analysis of primary and secondary service areas
  - Identifying primary and secondary service areas (based on patient origin)
  - Comparing to the hospital's traditional service area
  - Gaining consensus on the study area to evaluate
  - Reviewing the hospital's strategic plans for the future and service line growth objectives

CHC is a trusted business companion that has paired nicely with our organization. The data they provide makes each day run more efficiently, giving me the opportunity to focus on recruiting quality physicians.

Michelle D. Wiltz  
Director of Physician Recruiting  
Baptist Hospitals of Southeast Texas



- Analysis of the market area, including demographics
  - Current and projected population
  - Age, gender, ethnicity, income and education
  - Primary service area market share
  - Payer mix
  - Community health status
- Analysis of medical staff composition
  - Specialty, age, gender, office location, board certification and hospital status
  - Identifying any vulnerabilities due to potential retirements or practice slowdowns
  - Evaluating access issues such as closed practices or appointment wait times
- Input from physicians to determine service area needs
  - Conducting one-on-one interviews with a representative sample of primary care physicians and specialists
  - Interviews with hospital administration and clinical management team
  - Conducting medical staff surveys
- Analysis of physician demand using a combination of benchmark studies
  - Identifying specialty physicians in the service area
  - Calling physician practices in the study area to confirm FTE counts and accessibility issues
  - Developing a master list of specialty physicians
  - Computing physician-to-population ratios

After this thorough analysis, CHC is able to draw the following conclusions:

- Physicians needed by specialty
- Medical staff succession planning
- Gaps in physician coverage by location
- Recommended recruitment priorities
- Recruitment and retention strategies

Based on these conclusions, CHC Consulting presents a formal written plan and recommendations to help community hospitals with their transition planning, medical staff recruitment and development.

Competing for limited physician resources can be challenging – especially for community and rural hospitals. Hospital leaders need to be strategic in their recruitment approach. Our Medical Staff Planning process can help identify community needs, while gaining involvement and consensus of the hospital medical staff.

Cindy Matthews  
Executive Vice President of  
Marketing and Strategic Development  
Community Hospital Corporation

### About Community Hospital Corporation

Community Hospital Corporation owns, manages and consults with hospitals through three distinct organizations – CHC Hospitals, CHC Consulting and CHC ContinueCARE, which share a common purpose to guide, support and enhance the mission of community hospitals and healthcare providers. Based in Plano, Texas, CHC provides the resources and experience community hospitals need to improve quality outcomes, patient satisfaction and financial performance. For more information about CHC, please visit [www.communityhospitalcorp.com](http://www.communityhospitalcorp.com).

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