

# Are you being served?

## A Doctor's Perspective

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# Why am I here

- I have developed a large private practice.
- I provide a large amount of patient flow for the private hospital I work at.
- I have worked at 5 private hospitals.
- I now work at one.

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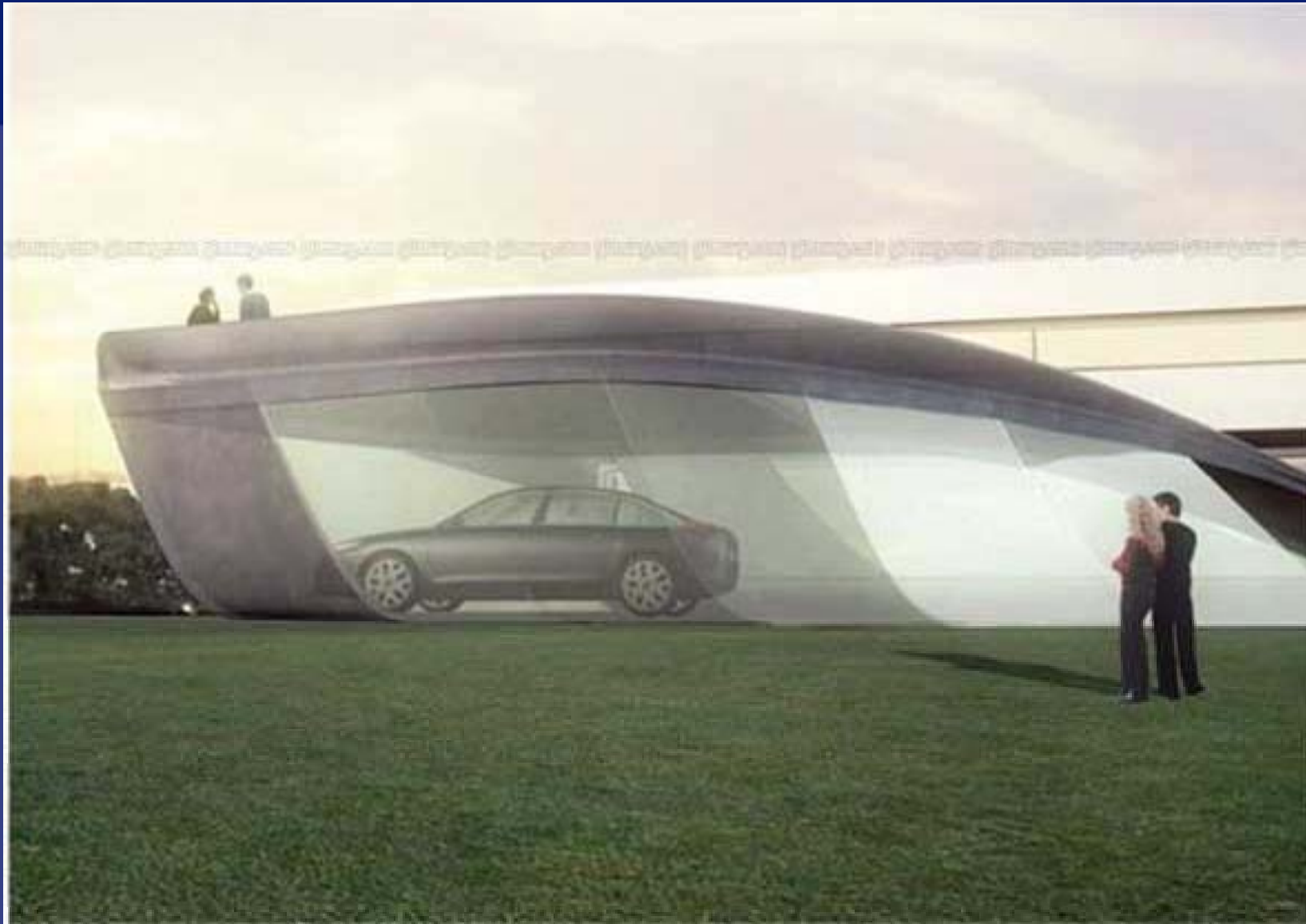
# What do doctors want from Private Hospitals

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# Are you being served?

## A Doctor's Perspective

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# Are we like an airline?

- The pilot!!
- Usually does the job well
  - Gets you there alive
  - Some times has some problems due to unexpected weather or maintenance issues
- Most complaints are as a result of non-pilot issues
  - Bad seats
  - Delays
  - Bad food
  - Rude staff
- The Surgeon
- Usually does the job well
  - Gets you there alive
  - Some times has some problems due to unexpected findings or patient issues
- Most complaints are as a result of non-pilot issues
  - Bad beds
  - Delays
  - Bad food
  - Rude staff

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# Are we like an airline?

- The pilot!!
- Customers blame the airline
- Does not get the complaints
- Personal reputation not affected by bad logistics or staff
- The Surgeon
- Customers blame the surgeon
- Receives all the complaints
- Personal reputation is affected significantly by problems with logistics or staff

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# Private Hospital Manager

**I want to make money and  
you want to make money so  
lets work together**

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# Doctor making lots of money

- **How to make money as a doctor / surgeon**
  - **Ability**
    - Good outcomes
  - **Affability**
    - Good patient interactions
    - Good referral doctor interactions
  - **Availability**
    - More available = more work

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# Modified Statement of Intent

**I want to be happy and you  
want to be happy so lets work  
together.**

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# Modified Statement of Intent

- **You are happy with a profitable hospital**
- **I am happy if I have**
  - **Excellent patient outcomes**
  - **No patient complaints**
  - **Ease of patient access**

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# Am I Being Served?

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# What is easy

- **Access to operating theatre**
- **Access to hospital beds**
- **Access to consulting rooms**

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# What is not so easy

- **Excellence**
- **Consistency**
- **Strategic development**

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# What is not so easy

- **Excellence**
  - **Staff**
  - **Equipment**
  - **Rooms**

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# What is not so easy

- **Staff**
  - **Avoid high staff turnover**
  - **Avoid excessive sick leave**
  - **Avoid agency staff**
- **Keep your (our) staff happy**
  - **Think like Google not the Public health system**

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# What is not so easy

- **Costs issues are significant**
  - **Prolonged stays**
  - **Repeat procedures**
  - **Negative publicity**
  - **Legal concerns**

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# What is not so easy

- **Equipment**
  - Cutting edge equipment for publicity
  - Optimal equipment for hospital reputation and patient outcomes
- **It is always cheaper to be the second hospital to get the latest equipment.**

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# What is not so easy

- **Patient areas**
  - **Heating / Cooling**
  - **Privacy**
  - **Cleanliness**
  - **Food / drinks**

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# Consistency

- **Treat doctors / surgeons consistently**
- **Avoid**
  - Too many concessions for new doctors
  - Too many concessions for old doctors
- **If you want us to work in a business model then treat us like this**
  - Reward high throughput
  - Reward Growth
  - Reward cost saving in initiatives

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# Strategic Development

- **The key issue beyond my control**
- **Is the right person running this**
- **What is the key to hospital growth and development**
  - **Treat more patients**
    - **Treat more “cost effective” patients**
    - **Treat patients whilst spending less**
    - **Treat patients and be paid more for it**
    - **Treat patients quicker**

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# Strategic Development

- **How can more patients be treated**
  - **Larger pool of patients**
    - Drain a larger population base
  - **Greater percentage of the present pool**
    - Ensure patients in your referral base are not going to other hospitals – Private or Public

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# Strategic Development

- **Doctor involvement**
  - **More doctors = More patients**
    - Beware of cannibalizing one practice to increase another.
  - **More patients from each doctor**
    - **If I believe the hospital is best I will take my patients there.**
      - I used to work at 5 hospitals now I work at 1.
    - **Financial incentives**
      - **Joint Ventures**

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# Strategic Development

- **Get more patients to come to me**
  - **Open an emergency department**
    - **Have a solid relationship with MICA**
      - Allow direct access from select referral doctors.
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# Strategic Development

- **Get more patients to come to me**
  - **Enhance the reputation of the hospital**
    - **Promotion**
    - **Publicity – Overt and covert**
    - **?Word of mouth?**

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# Summary

- **Make me want to bring my patients to your hospital**
  - Excellence
  - Consistency
- **Get more patients to me**
  - Strategic development

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# Summary

- **If you want me to be involved in the business side of the hospital then treat me as a business colleague.**

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# Are you being served? A doctors perspective

The key is good  
management!

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**I am a good doctor, if you are a  
good manager  
Lets work together**

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