Client Success Story:
St. Luke’s Physician Group

Large multi-site physician practice uses web-based platform to measure, manage and monitor risk and compliance.

Client Profile

St. Luke’s Physician Group (SLPG) in Bethlehem, PA, is the physician network arm of St. Luke’s Health Network (SLHN), the second largest employer in the Lehigh Valley of Eastern Pennsylvania. With over 190 employed specialty physicians, 90 primary care physicians and 150 physician extenders in 80 practice sites, SLPG’s network spans eight counties in Pennsylvania, serving approximately 540,000 patients each year.

SLPG is led by John J. Haney, FACHE, Chief Operating Officer. While managing an operation this large might appear daunting, Haney’s management philosophy reflects the federal / states’ rights relationship, “We are not interested in micro-managing. We provide guidance and resources, and require our practices to follow certain SLPG policies, but we leave most of the day-to-day operational issues ‘local.’ SLHN’s culture is one of collegiality and we have adopted that within SLPG. We will not employ physicians or staff if we think they will not fit our culture.”

The Challenge

One test of leadership is to manage an operation spread over a wide geographic area and still maintain a comfort level that practice managers and physicians are on target to meet their annual goals and objectives. When one considers the additional medical provider requirements mandated by the new federal Patient Protection and Affordable Care Act (PPACA), the response demands even more from senior management.

These challenges are what first attracted John to RCP SCORE™ and a partnership with Risk Compliance Performance (RCP) Solutions.

“I saw the value in SCORE to help me manage a decentralized organization and encourage collaboration across sites, ensuring we deliver on our goals while providing documentation I might need down the road,” said Haney.

Implementation across Physician Practice Sites

Beginning in 2010, John challenged his SLPG physicians and management team with an aggressive series of operational and financial goals to secure SLPG’s future and address PPACA requirements. These included staff skill-set evaluations, a medical home initiative, registration accuracy, an enhanced practice manager orientation process and an operational retention project aimed to assess each practice’s financial performance. It was easy to add these programs and goals to the system and expand SLPG’s version of RCP SCORE™ to measure, manage and monitor the risks and mitigation tasks related to them.

RCP’s Healthcare Risk Management Team met with John and his senior managers to identify the major operational incentive goals for SLPG’s most recent fiscal year. RCP identified the roles SLPG employees played in achieving its goals and customized SCORE content to reflect the work expected by each team member. Action Items and Assessment Questions were created to ensure each team member completed their part of the initiative. The SLPG targets for each goal were transferred into measurable objectives on SCORE’s technology platform. Finally, RCP’s team met with SLPG’s senior management and reviewed the Assessment Questions and Action Items with every SLPG employee to confirm their responsibility with team goals.

The flexibility of SCORE enabled customizations to the SLPG implementation, including branding as well as specific rules. As PPACA rules evolve, SCORE’s scalability will enable the release of timely updates to the SLPG SCORE user community, especially as SLPG works to develop an Accountable Care Organization with SLHN.

Outcome and Results

SCORE enables John to stay updated in real time on the progress of all of these initiatives across multiple practice sites. He can log into SCORE’s secure on-demand website and check the progress of all

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physician practice sites from one dashboard, identifying which sites are moving toward completion of their goals and which are at risk of missing their deadlines. With SCORE’s escalation features, e-mail alerts notify John exactly when something is falling behind and enable him and his management team to intervene as necessary to avoid missing deadlines. In doing so, SLPG minimizes lost revenue opportunities and enhances patient volume.

Using SCORE’s inherent measurement capability, John is able to track and compare performance across sites literally “scoring” and “benchmarking” status and progress. John welcomed SCORE because “it keeps us on cue to what we should be doing and keeps my regional managers on point on a weekly basis.”

SLPG had been developing a dashboard to monitor essential elements of their enterprise and John discovered SCORE was able to complete the picture: “SCORE has allowed us to manage our operation in real time. I can even check to see if targets are being met on a weekly basis.”

Key Benefits

The key benefits that SCORE provides John and his staff are:

- Reducing operational risks through performance measurement and management
- Benchmarking progress across multiple SLPG sites
- Shared dashboards that provide all levels of management the appropriate insight into team and individual progress
- Management alerts of missed deadlines
- Notifications to team members of current objectives
- Easily captured and updated rules for existing and new challenges

About RCP Solutions

Risk Compliance Performance Solutions specializes in risk management, compliance, communications and outreach programs that drive performance and positively impact the bottom line. We are a women-owned business with an executive team of 100+ years combined experience in a variety of industries and disciplines bringing a wealth of knowledge, excellence and innovation to all of our services. Driven by state-of-the-art technology, we integrate the many facets of business, risk, compliance and management to achieve the best results for our clients.