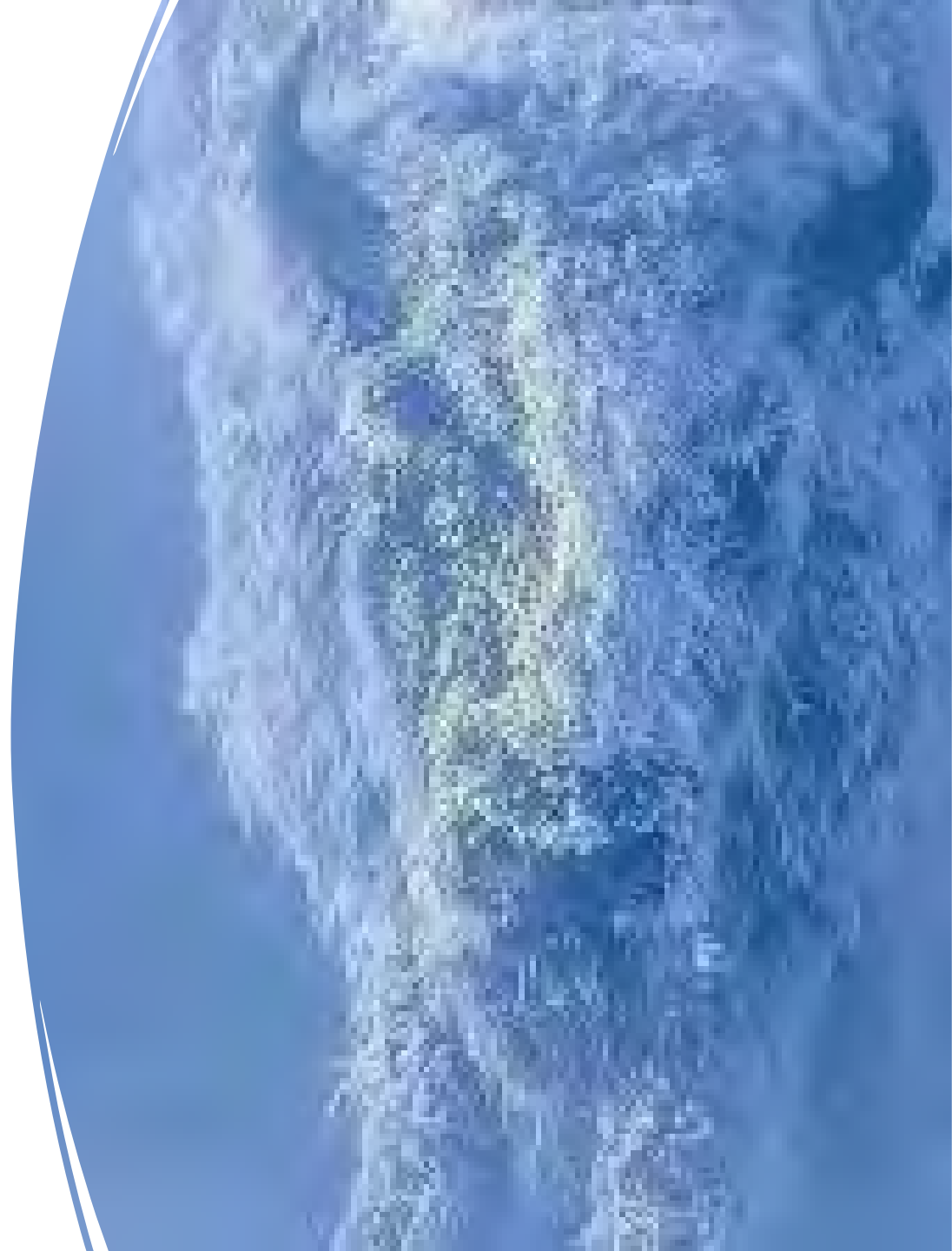


Key Lessons To Surviving The Storm of Rapid Growth in a Physician Group

Wade Mitzel, Chief Executive Officer
UofL Physicians



The Buffalo and the Storm



“ In a fierce prairie storm, cattle often get spooked, turn tail, and try to run from it, getting separated and lost. But Buffalo herd closely together and go into the storm **head on** coming out of it faster **stronger** and **united**.

That captures who we are, and how we're going to get through this.”



Goals for our time together



Use UofL Physicians growth
as a case study,



Discuss key metrics that can
be used to make crucial
decisions.



Discuss the interplay
between metrics,
leadership, and mission.



Discuss how to tell when
growth becomes too much
or too fast.

How do you define rapid growth?

UofL Health



- 7** Emergency Rooms
- 9** Hospitals
- 5** Urgent Cares
- 4** Medical Centers

Frazier Rehabilitation Institute
UofL Health

Brown Cancer Center
UofL Health

UofL Physicians

UofL Health

Physician Group
Practice with over:

141 SPECIALITIES
250+ LOCATIONS



Primary Care
Locations **35**
Employees **14,000±**



1.3 M VISITS



Providers
1200+



Largest Employer in Louisville

MORE THAN 100 YEARS:

- UofL Hospital
- Jewish Hospital
- Mary & Elizabeth Hospital
- Shelbyville Hospital



Level 1
TRAUMA
CENTER

Licensed Beds **1,772**
ICU Beds **203**



UofL Health | Peace Hospital

Largest
PSYCHIATRIC HOSPITAL
in Kentucky



SOLID ORGAN
TRANSPLANT
PROGRAM



UofL Physicians

1.4 million clinic visits annually

11,000 new patients per month

Over 250 clinic sites

\$275 million in net revenue

Separate but partnered with
University of Louisville





The Business Case- Our Growth

Provider Growth

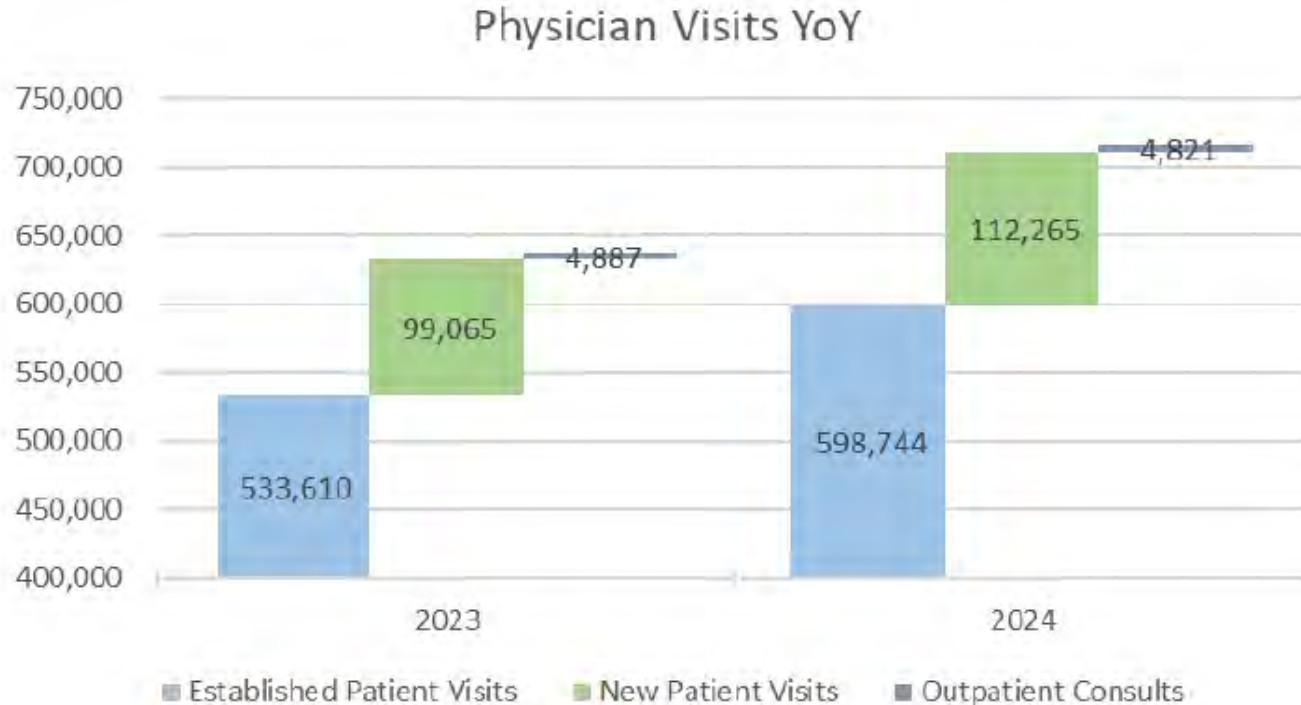
FY2021	FY2023	FY2024
Physicians		
554	654	759
↓		
APPs		
285	392	450
↓		
Total Providers		
839	1046	1209

- *Added 28 new sites of ULP services in FY24. This includes:
 - New ENT practice
 - New Endocrinology practice
 - Transplant in Madisonville, KY
 - Cardiology in Scottsburg, IN
 - Multiple Ortho locations, including Lexington and Indiana.
 - Many new services in Bullitt County
 - GI in Shelbyville
 - Primary Care at Mary and Elizabeth



Physician Visits

Physician visits below are for the immediate 12 months ended May 31, 2023 and May 31, 2024.



UofL Physicians has continued along its trajectory of growth, **up 12.3% (+78,268)** in total physician visits, **up 13.3% (13,200)** in new patient visits, and **up 12.2% (+65,134)** in established patient visits.



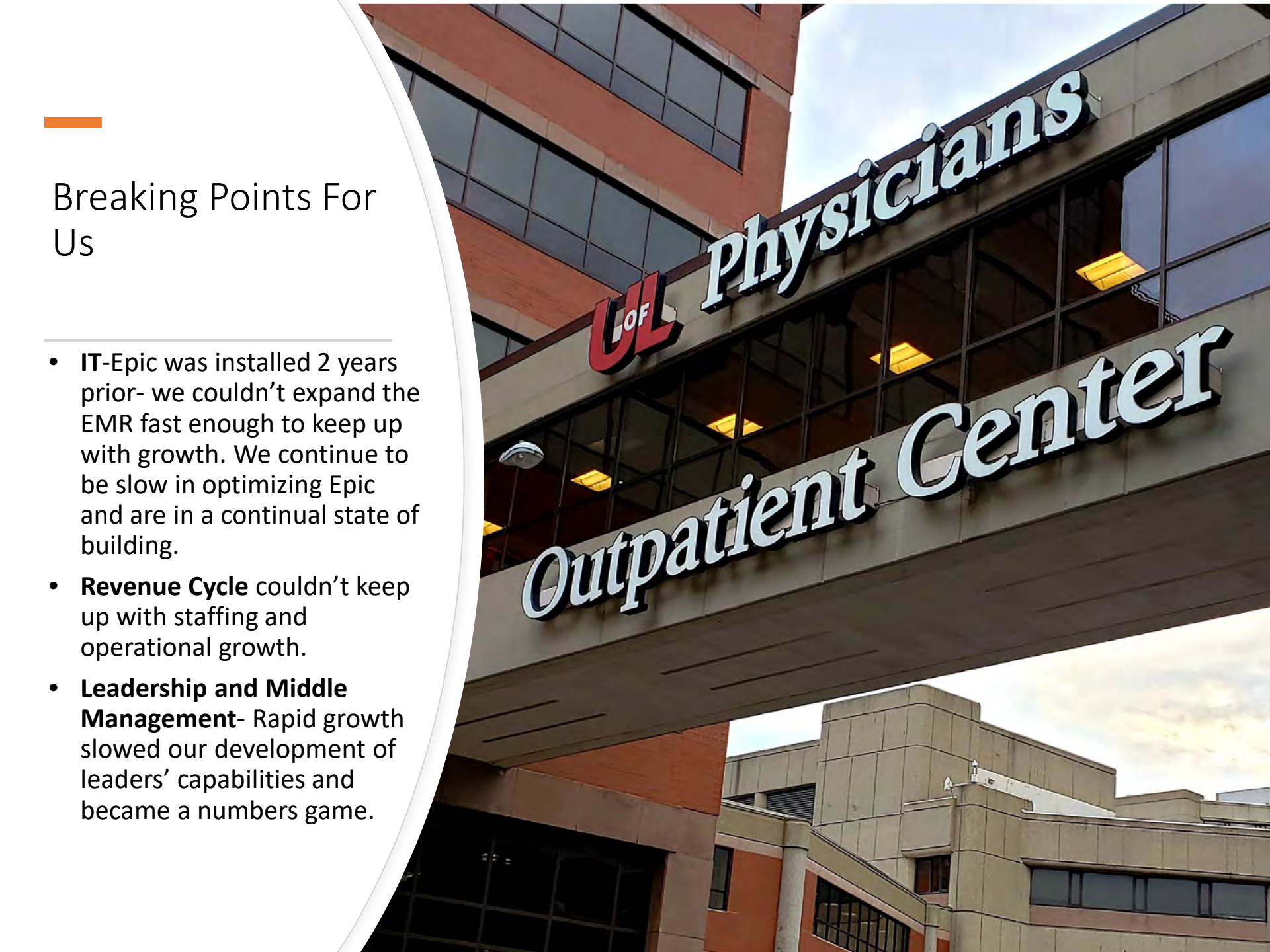
Question

When you have rapid growth, what areas are you watching for breaking points?



Breaking Points For Us

- **IT-Epic** was installed 2 years prior- we couldn't expand the EMR fast enough to keep up with growth. We continue to be slow in optimizing Epic and are in a continual state of building.
- **Revenue Cycle** couldn't keep up with staffing and operational growth.
- **Leadership and Middle Management**- Rapid growth slowed our development of leaders' capabilities and became a numbers game.

The image shows the exterior of a multi-story building with a large sign that reads "UL Physicians Outpatient Center". The "UL" logo is in red, and the rest of the text is in white. The building has large windows and a modern architectural style. The sky is visible in the background.

UL Physicians Outpatient Center



Question

What key metrics should a medical group monitor during times of rapid growth?



Metrics We Used

System Metrics

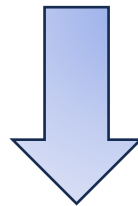
1. Cash Flow
2. Loss per Provider
3. Staffing per 10,000 wRVUs
4. Revenue Cycle Metrics
5. Patient Experience
6. Quality Metrics

Scheduling and Access

1. Completed appts per cFTE
2. % of Available Hrs Schedules
3. No-Show Rate
4. New Appt. Ratio
5. Avg Lead Time- New Pt

Volumes

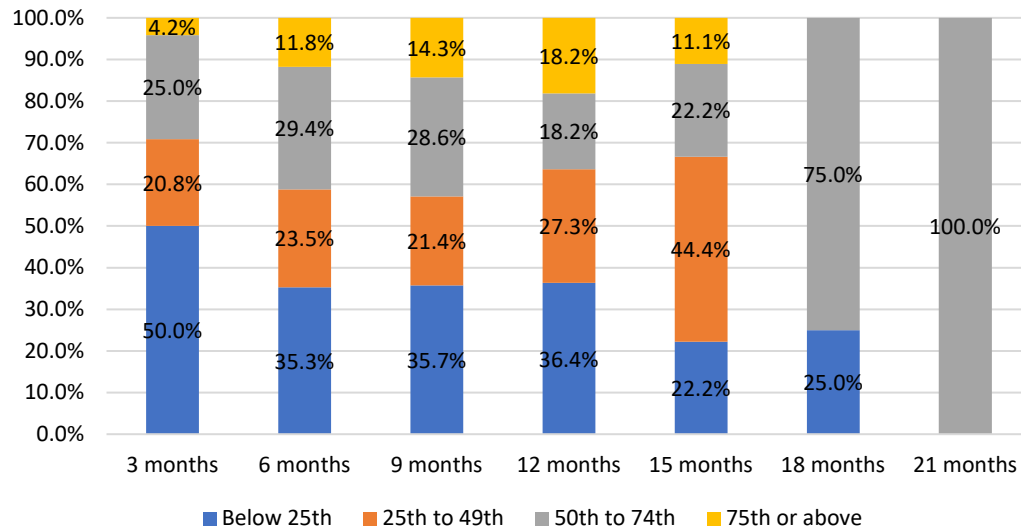
1. wRVUs
2. wRVUs per Provider cFTE
3. wRVUs Percentile
4. Encounters per cFTE
5. wRVUs per Encounter
6. Total Encounters per Day
7. Days Worked per cFTE



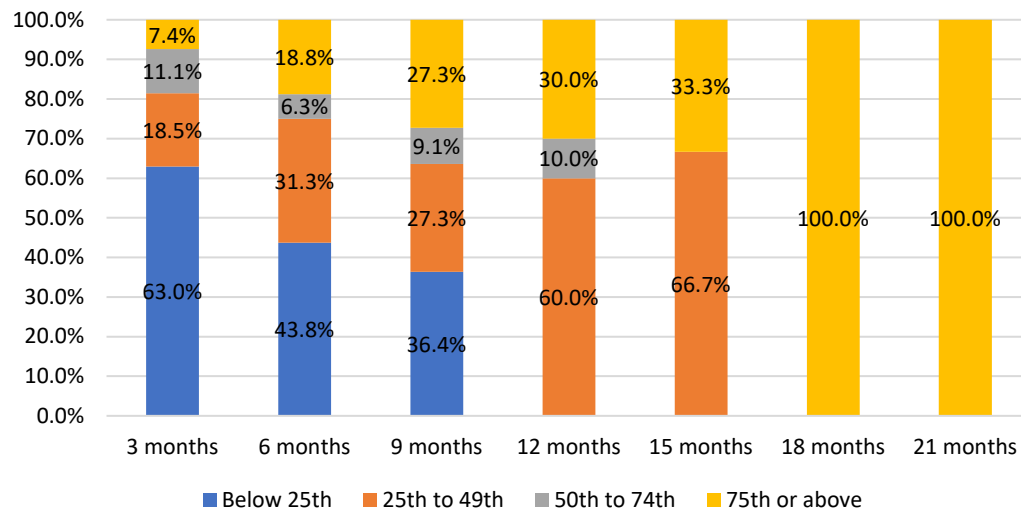
Key Takeaway- Don't let growth blind you from a medical group's key performance indicators- stay focused.

Other Considerations

Ramp-Up: Primary Care Break-Out



Ramp-Up: Surgical Specialties Break-Out



Provider Profiles by Specialty

- How many wRVUs generated?
- How many and what kind of diagnostics will they produce?
- How many in- office procedures?
- How much surgical block time is needed?
- What is the staffing needed for this specialty, and what is the lead time to hire?
- Clinical space and IT requirements.
- Research or Academic requirements.

Retrospective Research



Cash flow problems: Inability to meet financial obligations due to rapid expansion.



Quality control issues: Deterioration in product or service quality due to rushed production.



Employee burnout: High levels of stress and dissatisfaction among employees due to increased workload.



Customer complaints: Negative feedback from customers regarding service delays or product inconsistencies



Overstretched management: Inability of leadership to effectively manage the growing team and operations



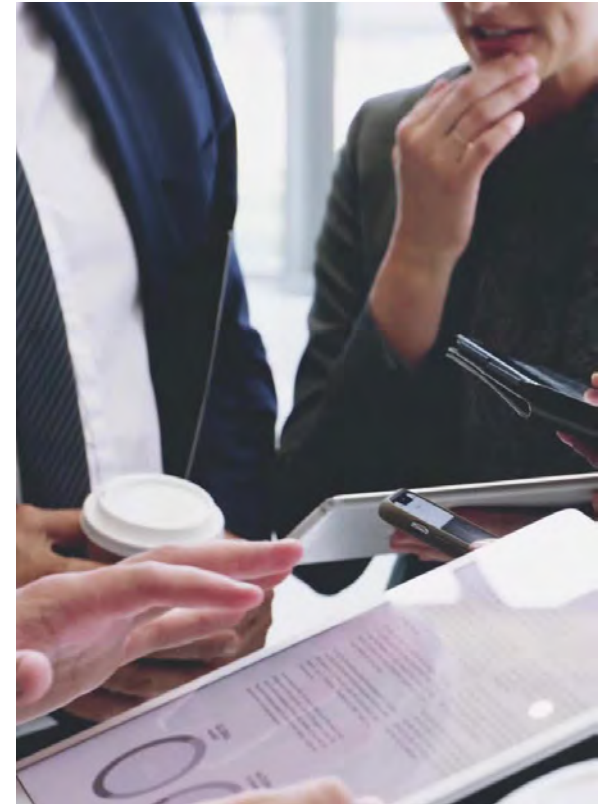
Inventory issues: Frequent stockouts or overstocking due to poor demand forecasting



Excessive debt: High levels of debt taken on to support rapid growth



Poor decision-making: Rushing into new initiatives without proper planning or analysis



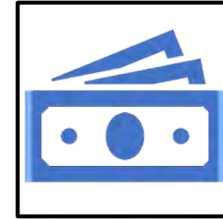
Where to Focus



Analyze Your
Current Growth Rate



Prioritize Quality



Invest in
Infrastructure



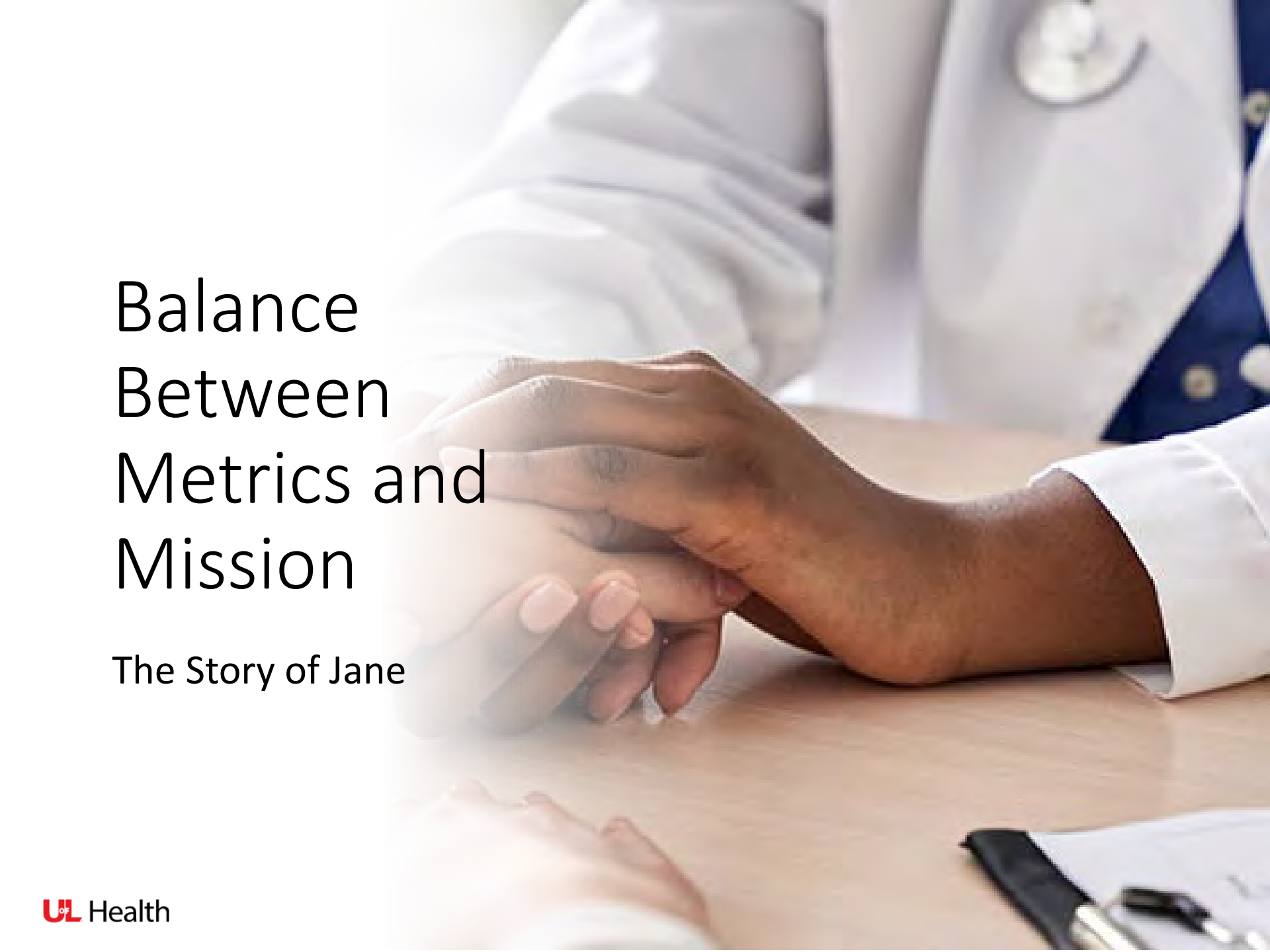
Hire strategically



Optimize Cash Flow



Communicate
Clearly



Balance Between Metrics and Mission

The Story of Jane



How do you
determine when
growth is too much
or too fast for your
mission?

Any leading
indicators you use?



Final Thoughts



Don't let rapid growth bite you in the....

