

STRONG WALLS CONSULTING

HEALTHCARE
STRATEGY | OPERATIONS | INNOVATION

Strong Walls Consulting
6 Plymouth Road
Great Neck, NY 11023

Dr. XXXXXXX
Address
City, State, Zip

October 27, 2021

RE: Post Visit Recap and Report

Dear Dr. XXXXXXX,

Thank you so much for hosting me in your practice and your home. I truly have enjoyed working with you and I look forward to continuing our relationship. This memo will serve as a recap of my findings within your practice and proposed steps forward.

Background:

_____ is a Maternal Fetal Medicine Practice located in City and Stat with offices in _____ and _____. The patient base is comprised of expecting mothers who require comprehensive routine and pregnancy ultrasounds, medical care, consultations, and prenatal diagnosis. A typical day will include 3-4 Sonographers performing a scripted imaging process before the Physician or PA reviews the images and sees the patient. Dr. XXXXXX is a compassionate clinician and incredible teacher to his staff.

Over the past 6 months Dr. XXXXXX and I have had numerous conversations around where he wants to go personally/professionally, how his practice operates currently, how it has operated in the past, the competitive forces in the market, and options for the future. Further, I have reviewed the financial state of the practice from prepared accountant Profit and Loss Statements. On October 26th I had the opportunity to observe a full day at the practice with Dr. XXXXXX and his staff.

Observations:

Below are my generalized observations from my the initial in-person day, as well as the preparatory conversations:

- *One Man Band* – Due to staffing constraints and turnover of sonographers Dr. XXXXXX has become the focal point of all practice clinical and administrative operations. Dr. XXXXXX manages his day with calm and compassion. His ability to stay calm and teach his newer sonographers is a gift.
- *Operational Inefficiency* – Primary documentation is completed in AS (an imaging software) with limited documentation capabilities. The disparate nature of the workflow, without a singular

practice management and documentation system, has created non-measurable and inefficient processes.

- *Inconsistent Staff Abilities* – Due to the hiring constraints in the area, access to skilled Sonographers has left TLC with either very new grads or seasoned expensive professionals. The inconsistency of delivery on the part of the sonographers has led to Dr. XXXXXX having to re-image some patients and/or repeat teachings. Further, in one case, a member of the team who does imaging well is slowing down the work of the other members of the team.

Recommendations:

Dr. XXXXXX and I spoke at length around my observations of the day. Dr. XXXXXX is aware his practice is at a crossroads. He has been successful in keep the ship going throughout major staff turnover before COVID and the sustained impact of the pandemic. Notwithstanding, he is currently at a major decision point around what he wants the practice to be.

Below are the options we have identified (in no specific order):

- *Sell the Practice* – Options currently include _____ or _____. _____ could be another option.
- *Reboot the Practice* – Change the workflows, adjust the staff, recruit, invest in new technology to expand capacity.
- *Close the Practice* – Just become an employed physicians at one of the local groups or hospitals
- *Limit the Practice Size* – Close the panel to only patients from a few feeder practices while at the same time limiting the expenses and staff.

The most important question for Dr. XXXXXX to answer personally is: “Where do I want to be in 3-5 years?” The answer to this question will inform him as we make decisions about his future and the future of his practice.

In the interim, the best recommendation I have is from Dr. XXXXXX to spend 30 minutes each month on a staff meeting. These meetings should be focused on culture of the organization and to ensure that everyone is on the same page.

Again, thank you for your hospitality and time. I look forward to working towards our next steps.

Kind Regards,

Etan Walls

Principal, Strong Walls Consulting