



A Pinstripe Healthcare Case Study

The Reading Hospital Medical Group



Building a Medical Group from the Ground-Up in Six Months

INDUSTRY TREND

The acquisition of successful, physician-driven medical groups is emerging as a key strategy for hospitals and healthcare systems seeking to increase market share, maintain consistent revenue streams and provide quality patient care. The effective launch of a medical group hinges in part on an organization's ability to *quickly* deploy a high-performing Human Resources infrastructure. To ensure the successful transition of independent physician practices into the newly consolidated group, the HR infrastructure must be unique to the physician organization—rather than a replica of infrastructures common to hospital or healthcare systems.

CUSTOMER CHALLENGE

In 2006, The Reading Hospital and Medical Center developed The Reading Hospital Medical Group as a means of integrating independent physician practices into its organization. Executive leadership at Reading had identified an opening to create a new, robust entity in which physicians could practice and thrive while enhancing the scope and quality of care available to the community. To seize this opportunity, Reading faced the daunting task of designing and implementing a new Human Resources function. The latter would need to service a medical group initially projected to include 35 physicians and 150 staff members scattered across 13 locations. The new HR function would play an indispensable role in supporting the rapid growth anticipated for the new medical group.

PINSTRIPLE SOLUTION

Accomplishing Reading's goals in a compressed timeframe required cooperation between hospital administration,

physicians and staff. Pinstripe Healthcare worked with the medical group's executive leaders to build a customized, strategic integration roadmap and a Human Resources project plan outlining important milestones. Then, Pinstripe's Strategic Advisory Services provided a clearly defined, technology-enabled process for evaluating, transitioning and employing of the physicians and their employees.

"It was critical to develop a detailed plan that allowed Pinstripe staff to manage the day-to-day employee and HR issues. That way, executive leadership could focus on physician recruitment and engagement," said Jill Schwieters, executive vice president for Pinstripe Healthcare.

The two organizations worked together to design and deploy the new HR infrastructure for The Reading Hospital Medical Group. Based on Pinstripe's recommendations, key actions in the design and deployment phase included the following:

HR Structure and Strategy

- Design and establish HR department
- Source, hire, on-board and train HR staff
- Mobilize HRIS, payroll system, Applicant Tracking System and careers site
- Select and contract with benefits administration provider
- Create HR policy and procedures manual and employee handbook
- Source, hire and orient HR leadership
- Define strategic plan for Year 1-2 initiatives

Employee Communication and On-boarding

- Screen current employees and coordinate all on-boarding activities including benefits enrollment and New Employee Orientation
- Implement electronic Applicant Tracking System
- Create and execute new employee on-boarding and orientation training
- Design and implement communication vehicles

Leadership Development

- Source, hire and on-board senior leadership team for the new medical group
- Create a customized leadership development conference to provide management fundamentals, including immediate application modules
- Transition infrastructure leadership to new internal HR department

In the final phases of the partnership, Pinstripe Healthcare developed and facilitated a series of training sessions for new employees and leaders. This facilitated a smooth transition for employees, and began the process of establishing the culture of the new organization. Pinstripe also provided leadership training to ensure that the group's

leaders had the skills and competencies necessary to be successful in this new, rapidly growing organization.

RESULTS

Over the course of six months, Pinstripe Healthcare worked in partnership with The Reading Hospital Medical Group to develop and implement a new HR infrastructure. While the original project scope included 35 physicians and 150 employees, it quickly increased to nearly 50 physicians and a total of more than 278 employees by the end of the project. Today, The Reading Hospital Medical Group is a thriving, essential component of The Reading Hospital and Medical Center's broader presence in the community. Today, Reading continues to expand by expanding to over 60 physicians as a result of the foundation and partnership between Pinstripe and The Reading Hospital Medical Group.

"The Reading Hospital Medical Group would not be where it is today without Pinstripe," explained Scott Griffin, executive director, The Reading Hospital Medical Group. "We literally started with only a vision and in four short months, Pinstripe enabled us to successfully hire nearly 50 physicians and over 278 staff employees."

ABOUT THE READING HOSPITAL MEDICAL GROUP

www.trhmg.org

Headquartered in Reading, Pennsylvania, The Reading Hospital Medical Group was formed to administer a network of primary and specialty care services. The network consists of more than 80 physicians providing primary care services throughout the community. The specialists in Internal Medicine, Family Medicine, Geriatric Medicine, Gynecology, and Obstetrics are committed to providing the community with the best medical care available from board certified and fellowship-trained physicians. Recognizing a growing need for accessible health care, the Medical Group has 20 physician offices located throughout Berks County, Pennsylvania, and assists the community in finding a physician who's not only close, but cares about the needs of patients, parents, and caregivers.

ABOUT PINSTRIPE HEALTHCARE

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Pinstripe Healthcare Group specializes in talent management solutions that enable healthcare organizations to reduce their talent acquisition and overall labor costs while continuing to provide the highest quality patient care. The Pinstripe team includes seasoned professionals who have held leadership roles with some of the nation's top healthcare providers. This *insider expertise* allows Pinstripe to offer a complete solution set that can integrate sourcing, recruiting, hiring, on-boarding, engagement, and off-boarding practices into an end-to-end approach to employee acquisition and retention. Pinstripe's deep, provider-side experience also allows the firm to offer a range of additional HR services to meet the unique needs of each customer. By partnering with Pinstripe, leading healthcare organizations are transforming the Human Resources function into a source of sustainable, competitive advantage.