

21ST ANNUAL

# LARGE CLINIC<sup>®</sup> CONFERENCE

Presented by **SullivanCotter**  
AND ASSOCIATES, INC.

MAY 17-19, 2017

THE WESTIN  
NASHVILLE

NASHVILLE, TN



*Leading the Way in Physician  
and APC Compensation  
Trends and Planning*

# CONFERENCE OVERVIEW

## When is this year's conference?

The 2017 Large Clinic® Conference will begin the afternoon of Wednesday, May 17, followed by meetings all day Thursday and ending at noon on Friday, May 19.

## Where is the conference this year?

This year's conference will be held at the new, vibrant **Westin Nashville**.

Located in the heart of the city, the Westin Nashville is only a 15 minute drive from the Nashville International Airport. The hotel does not provide a shuttle service to and from the airport. It is recommended that attendees take either a taxi (approximately \$25) or an Uber (approximately \$15) from the airport.

For additional information regarding travel to and from the resort, please [visit our event page](#).

## What is the cost to attend?

The conference fee is \$1,100 per person and includes all meals, conference sessions and activities listed in the agenda.

## Questions about the conference?

Contact Mandy Bachler, Senior Administrative Assistant for SullivanCotter, at 312.564.5855 or email [LCC@sullivancotter.com](mailto:LCC@sullivancotter.com).



**113**  
LCC attendees  
in 2016, representing  
**47 Large Clinic® Groups**

**2.5 DAYS**

of knowledge sharing,  
networking and learning



including **new**  
small group breakout  
sessions for 2017

**21st year of the LCC**

There are currently

**65**

Large Clinic®  
Group members

## PURPOSE OF THE CONFERENCE

- **Discuss** the results of the newly published *2017 Large Clinic® Physician Compensation and Productivity Survey*
- **Listen** to organizations share their past, current and future plans for compensation arrangements
- **Network** with peers
- **Share** compensation-related issues and ideas among members and subject-matter experts





# CONFERENCE **AGENDA** AT-A-GLANCE

## Wednesday, May 17, 2017

1:30-2:30 p.m. Vanderbilt I-II Foyer	Registration
2:30-2:45 p.m. Vanderbilt I-III	Welcome, Introductions and Overview
2:45-4:45 p.m. Vanderbilt I-III	<b>2017 Large Clinic® Physician Compensation and Productivity Survey – Results, Trend Analysis and CPT Benchmark Study Overview</b> <ul style="list-style-type: none"> <li>– Brad Vaudrey, Managing Principal, <i>SullivanCotter</i></li> <li>– Courtney Dutton, Principal, <i>SullivanCotter</i></li> </ul>
5:00-7:00 p.m. L27 Rooftop Bar & Lounge	Appetizer and Cocktail Reception

## Thursday, May 18, 2017

7:00-8:00 a.m. Vanderbilt IV-V	Continental Breakfast
8:00-8:15 a.m. Vanderbilt I-III	Greetings
8:15-9:15 a.m. Vanderbilt I-III	<b>Keynote Speaker – MGMA View from Washington</b> <ul style="list-style-type: none"> <li>– Anders Gilberg, Senior Vice President, Government Affairs, <i>Medical Group Management Association</i></li> </ul>
9:15-10:15 a.m. Vanderbilt I-III	<b>Marshfield Clinic – Adding Value to Primary Care Compensation</b> <ul style="list-style-type: none"> <li>– Roderick Koehler, MD, Chairman, Salary Advisory Committee, <i>Marshfield Clinic</i></li> <li>– Colleen Shupe, Assistant Director, Physician Compensation, <i>Marshfield Clinic</i></li> <li>– Mark LePage, MD, Chief Medical Officer, <i>Marshfield Clinic</i></li> </ul>
10:15-10:45 a.m. Vanderbilt I-II Foyer	Break
10:45-11:45 a.m. Vanderbilt I-III	<b>Aurora Health Care, Inc. – Physician Compensation Change Management in a Highly Matrixed Environment</b> <ul style="list-style-type: none"> <li>– Jie Li, Vice President, Physician Compensation, <i>Aurora Health Care, Inc.</i></li> </ul>
11:45-12:00 p.m. Vanderbilt I-III	Breakout Session Briefing
12:00-1:00 p.m. Vanderbilt IV-V	Lunch
1:00-1:30 p.m. Vanderbilt I-II Foyer	Free Time

*Thursday continued on next page...*



# CONFERENCE **AGENDA** AT-A-GLANCE

Thursday, May 18, 2017 *continued...*

1:30-2:20 p.m.	<b>Breakout Group Discussion – Session One</b>
2:25-3:15 p.m.	<b>Breakout Group Discussion – Session Two</b> Attend two of the four topics below. Each session will run two times for 50 minutes each.
<b>Vanderbilt I</b>	<b>Population Management: The Cornerstone of Value-Based Care</b> – Jeff Weisz and Brad Vaudrey, <i>SullivanCotter</i>
<b>Vanderbilt II</b>	<b>Aligning Workforce and Organizational Strategies</b> – Kevin Wilson and James Roth, <i>SullivanCotter</i>
<b>Vanderbilt III</b>	<b>Operations of Compensation Plans: Data Management and Reporting for Physician Compensation</b> – Steve Lewandowski and Courtney Dutton, <i>SullivanCotter</i>
<b>Vanderbilt IV-V</b>	<b>MACRA: Interactive Discussion on LCG Member Preparation</b> – Jim Butler and Kim Mobley, <i>SullivanCotter</i>
3:15-4:00 p.m. Vanderbilt I-II Foyer	Break
4:00-4:45 p.m. Vanderbilt I-III	<b>Breakout Debrief and Hot Topic Interactive Session</b> – Brad Vaudrey, Managing Principal, <i>SullivanCotter</i> – Kevin Wilson, Managing Principal and Physician Workforce Practice Leader, <i>SullivanCotter</i>
4:45-5:00 p.m. Vanderbilt I-III	<b>Closing Comments</b>
6:00-9:30 p.m. George Jones Museum	Dinner Event

Friday, May 19, 2017

7:00-8:00 a.m. Vanderbilt IV-V	Continental Breakfast
8:00-8:15 a.m. Vanderbilt I-III	<b>Greetings</b>
8:15-9:15 a.m. Vanderbilt I-III	<b>Fairview Health Services – Evolution of Fairview’s Primary Care Compensation Plan</b> – Beth Scheuble, Director, Total Rewards, <i>Fairview Health Services</i> – Greg Schoen, MD, Director, Provider Compensation, <i>Fairview Health Services</i>
9:15-10:15 a.m. Vanderbilt I-III	<b>Optimizing Utilization of Advanced Practice Clinicians</b> – Trish Anen, Principal and APC Workforce Practice Co-Leader, <i>SullivanCotter</i> – Sally Salmons, MD, Medical Director of Primary Care, Pediatric Subspecialties, Medical Specialties, Transitional Care Services and Regional Health, <i>The Carle Foundation</i>
10:15-10:30 a.m. Vanderbilt I-II Foyer	Break
10:30-11:30 a.m. Vanderbilt I-III	<b>A Complex Quagmire: The Current State of Physician Compensation Regulation</b> – Mark Ryberg, Principal, <i>SullivanCotter</i>
11:30-12:00 p.m. Vanderbilt I-III	<b>Closing Comments</b>

# SESSION PROFILES

Wednesday, May 17, 2017



**2:45-4:45 p.m.**

*2017 Large Clinic® Physician Compensation and Productivity Survey – Results, Trend Analysis and CPT Benchmark Study Overview*

- Brad Vaudrey, Managing Principal, *SullivanCotter*
- Courtney Dutton, Principal, *SullivanCotter*

With the results of the 2017 Large Clinic® Physician Compensation and Productivity Survey hot-off-the-press, SullivanCotter will present a number of key findings and insights from this year's data. This session will include a discussion of new details collected that may affect future physician and APC compensation across organizations, the impact of evolving value-based health care metrics, a review of historical compensation and productivity trends, an overview of the CPT and staffing study as well as upcoming opportunities for Large Clinic Group measures.



Thursday, May 18, 2017



**8:15-9:15 a.m.**

Keynote Speaker – MGMA View from Washington

- Anders Gilberg, Senior Vice President, Government Affairs, *Medical Group Management Association (MGMA)*

Which critical discussions in our nation's capital may impact medical practices in the near future? To what extent will a new Administration and Congress represent a shift in Washington's priorities? How is MGMA continuing to influence conversations affecting health care? In the midst of this transition, implementation of the Medicare Access and CHIP Reauthorization Act (MACRA) is underway and 2017 marks the first of a multi-year Medicare shift from fee-for-service to value-based physician payments. With a firsthand view from Washington, MGMA's Senior Vice President of Government Affairs will share insights and provide an analysis of current health care policy trends and their potential impact on medical groups.



**9:15-10:15 a.m.**

Marshfield Clinic – Adding Value to Primary Care Compensation

- Roderick Koehler, MD, Chair, Physician Compensation Committee, *Marshfield Clinic*
- Colleen Shupe, Assistant Director, Physician Compensation, *Marshfield Clinic*
- Mark LePage, MD, Chief Medical Officer, *Marshfield Clinic*

As the demand for value-based health care increases and reimbursement shifts from fee-for-service to capitated payment, organizations must adapt to these changes if they are going to thrive in the evolving health care marketplace. Using the RVU as the primary measure of production does not provide the proper incentive for providers to make the necessary practice changes.

Recognizing this, the Marshfield Clinic Health System has redesigned its primary care compensation plans to focus more closely on panel size as a key measure of production and to incorporate a number of value-based metrics.



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# SESSION PROFILES

Thursday, May 18, 2017 *continued...*



**10:45-11:45 a.m.**

Aurora Health Care, Inc. – Physician Compensation Change Management in a Highly Matrixed Environment

– **Jie Li, Vice President, Physician Compensation, Aurora Health Care, Inc.**

As a large organization with 15 hospitals and 1,800 employed physicians, Aurora Health Care System has successfully implemented multiple changes to its physician compensation program in recent years. This presentation shares the organization's experience of managing this process across a highly matrixed environment – including its medical group, seven local markets and multiple service lines – with only minor physician push-back along the way.

**1:30-2:20 p.m.**

Breakout Group Discussion – Session One

**2:25-3:15 p.m.**

Breakout Group Discussion – Session Two

Attend two of the four topics below. Each session will run two times for 50 minutes each.



**Population Management: The Cornerstone of Value-Based Care**

– **Jeff Weisz and Brad Vaudrey, SullivanCotter**

This breakout session discussion will revolve around value-based health care, risk management, population health and performance on quality.



**Aligning Workforce and Organizational Strategies**

– **Kevin Wilson and James Roth, SullivanCotter**

SullivanCotter will facilitate an open forum for Large Clinic Group members to share best practice methods used to align their workforce and organizational strategies. This session will focus on areas such as clinical, research and teaching alignment for physicians, advanced practice providers and practice executives. The forum discussion will include both compensation alignment as well as other methods used by Large Clinic Group members to foster cooperation among clinical and executive leaders.



**Operations of Compensation Plans: Data Management and Reporting for Physician Compensation**

– **Courtney Dutton and Steve Lewandowski, SullivanCotter**

The intended outcome of the session is to review and better understand the different structures, tools and reporting methods used in administering physician compensation plans – what's working, what challenges organizations are currently facing, and what changes they are thinking about as they move forward.



**MACRA: Interactive Discussion on LCG Member Preparation**

– **Kim Mobley and Jim Butler, SullivanCotter**

As Large Clinic Group members continue to prepare for MACRA, this interactive session includes discussion on what members are doing in the following areas: provider education, identifying and reporting performance issues, defining unwarranted cost variation and developing care protocols to excel under MACRA, and creating outcome incentives tied to MACRA initiatives.



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# SESSION PROFILES

Thursday, May 18, 2017 *continued...*



**4:00-4:45 p.m.**

Breakout Debrief and Hot Topic Interactive Session

- Brad Vaudrey, Managing Principal, *SullivanCotter*
- Kevin Wilson, Managing Principal and Physician Workforce Practice Leader, *SullivanCotter*

SullivanCotter will facilitate an open forum on hot-topic items, providing Large Clinic Groupmembers with a great opportunity to network and discuss questions submitted by conference attendees. This session will summarize key discussions, questions and potential next steps from the four breakout sessions. It will also include polling on certain items, giving the audience instant feedback on questions posed, and a showcase of results from mini-surveys conducted throughout the year.



**6:00-9:30 p.m.**

Dinner Event

Please join us for an evening dinner reception at the George Jones Entertainment Complex. We will begin the night by experiencing the history and memorabilia of a man many consider to be the greatest country singer of all time, George Jones. As we end the evening on the rooftop, enjoy views of downtown Nashville, the Cumberland River and Nissan Stadium while listening to live country music by local artist James Carothers. Transportation will be provided to and from the museum (one mile from the Westin).

*A guest is welcome to attend for an event fee of \$100. If bringing a guest, please register him or her when submitting your conference registration, or email [LCC@sullivancotter.com](mailto:LCC@sullivancotter.com) by Monday, April 17. All guests must be at least 21 years of age.*

# SESSION PROFILES

Friday, May 19, 2017



**8:15-9:15 a.m.**

Fairview Health Services – Evolution of Fairview's Primary Care Compensation Plan

- **Beth Scheuble, Director, Total Rewards, Fairview Health Services**
- **Greg Schoen, MD, Director, Provider Compensation, Fairview Health Services**

Back in 2010, in anticipation of the transition to capitated payments to support population health management, Fairview changed its primary care compensation plan from a more traditional, individual-based RVU productivity plan to a more team-based performance plan focused mainly on quality, patient satisfaction and panel size. Over the next few years, pay per provider rose and productivity decreased – resulting in a large “value gap”. As payment remained largely fee-for-service with limited shared risk dollars, the model was unsustainable. In 2014, Fairview leadership tasked the primary care compensation committee with the creation of a new plan that better aligned with payer models. During this presentation, Fairview will share learnings and insight from the development process and walk through the structure of their current compensation plan.



**9:15-10:15 a.m.**

Optimizing Utilization of Advanced Practice Clinicians

- **Trish Anen, Principal and APC Workforce Practice Co-Leader, SullivanCotter**
- **Sally Salmons, MD, Medical Director of Primary Care, Pediatric Subspecialties, Medical Specialties, Transitional Care Services and Regional Health, The Carle Foundation**

As health care organizations look for better ways to manage population health, increase access and mitigate the physician shortage, many are developing innovative solutions by leveraging one of the fastest growing workforces in the U.S., advanced practice clinicians (APCs). In this session, SullivanCotter will highlight national trends, leading practices and case studies in optimizing APC utilization and providing the infrastructure to support them. The Carle Foundation will share its journey to develop a patient centered medical home model through greater utilization of APCs. This includes details on staffing and operational practices and highlights the organization's improvements in patient quality, access and physician and employee satisfaction. Dr. Salmons will also discuss the culture, leadership structure and workforce plan developed to drive this organizational change.



**10:30-11:30 a.m.**

A Complex Quagmire: The Current State of Physician Compensation Regulation

- **Mark Ryberg, Principal, SullivanCotter**

This session will provide an update on the current state of the physician compensation regulatory environment. SullivanCotter will evaluate recent Qui Tam activity to glean insight into the government's increased enforcement activity and will dive into recent judgments/settlements, such as Citizens Medical Center, to better understand the rising tide that is commercial reasonableness. This session will also look ahead to potential emerging areas of focus, including the utilization of advanced practice clinicians and the inherent challenges associated with valuing value.