

## Hospitals & Physicians

“Four separate studies by four different organizations came to the same conclusion: The quality of the relationship between a hospital and its physicians is what is really central in fostering hospital profitability.”

Lawton Burns, PhD

Professor of Health Care Systems, Wharton School

Director of Research  
Leonard Davis Institute of Health Economics



## Faculty



Leadership for this series comes from Kenneth M. Hekman, MBA, President of The Hekman Group, Inc. For more than 20 years, Mr. Hekman

has helped more than 400 medical groups on four continents develop wise business practices and achieve stellar performance. He has authored and edited three books and numerous articles on medical group management, and is a Fellow in the American College of Medical Practice Executives.



**The Hekman Group, Inc.**  
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# The Medical Practice Excellence Series



**The Hekman Group, Inc.**  
*Medical Management Ingenuity*

Helping physicians  
make wise business decisions  
since 1986

616-335-5700

## Interdependence



Healthy hospitals rely on a foundation of thriving, healthy medical practices. Each organization must develop responsible management of

patient relationships, financial soundness, maturity in governance, and cutting-edge thinking. Although private medical practices are legally and financially independent of community hospitals, their market interdependence and mutual responsibility to their community is undeniable. That's why The Hekman Group has developed a unique three-part graduate-level seminar for physicians, hospital executives and medical managers on Medical Practice Excellence.



## Series Outline

The Medical Excellence Series covers the following critical topics:

### Session 1: Designing Your Medical Practice for Stellar Performance

1. How to conduct your own organizational self-assessment – the vital signs of a healthy practice
2. How your mission, vision and values, can make or break your organization
3. Planning for non-planners

### Session 2: Eight Leadership Skills Every Medical Manager Should Master

1. Financial management
2. Human resources management
3. Planning and marketing
4. Information management
5. Risk management
6. Governance and organizational dynamics
7. Business and clinical operations
8. Professional responsibility

### Session 3: Medical Management Futures

1. Trends in technology and their impact on relationships
2. Alternative models for practicing medicine
3. Medical retailing
4. How to cope with the increasing pace of change

## Logistics

We recommend structuring the series as three-hour evening sessions over three consecutive weeks. Hosting hospitals are asked to:

- Promote the sessions and register participants
- Provide adequate meeting space

The Hekman Group will:

- Present the series
- Offer tangible resources for practice self-development to each participant
- Offer customized consultations to participants at beneficial rates

Detailed Proposals and References  
Available Upon Request



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