Nueces County Physician Needs Assessment Proposal

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Nueces County Hospital District's Requirements

Nueces County Hospital District would like to partner with an experienced firm to complete a comprehensive physician needs assessment and patient access analysis for Nueces County, Texas.

About 3Dhealth

3Dhealth is nationally recognized as the go-to partner for Provider Development Planning and Community Needs Assessments. We have completed thousands of Plans for hundreds of Hospitals and Health Systems for more than 22 years. Our professionals serve clients across the country from our offices in Chicago, Pennsylvania, Tennessee and Wisconsin. We take a practical and direct approach to helping our clients establish a competitive advantage and gain market share in their local communities. Our clients rely on our precise, market-based research and custom analytics to make critical strategic decisions.

We have a passion for fulfilling our mission and demonstrating our values on a daily basis. We accomplish our mission through our dedicated professionals, tested analytics, primary research focus, and daily demonstration of 3Dhealth values.

3Dhealth Values
- Wow Clients Through Service
- Be Smart and Practical
- Quickly Customize Solutions
- Surpass "Big Firm" Deliverables
- Create Fun and a Little Irreverence

Our "personality" can best be described in five ways:

1. Entrepreneurs: At our core, we are entrepreneurs. We understand how to make strategic decisions and minimize business risk.
2. Honest Perspective: Hospital and health system senior management enjoy our unique combination of custom analytics and unvarnished perspective.
3. Physician Friendly: Physicians respect and respond well to our rigorous and direct approach to answering strategic questions.
4. Board Accepted: Our clients' Board of Directors rely on the level of detail and accuracy that we bring to strategic assignments.
5. Relationship Driven: Our clients return to us time and again to help make critical decisions. In any given year, over 80% of our business comes from established client relationships.

Our clients look for deep expertise rather than surface knowledge across a hundred different topics. Therefore, we focus on five project types, and do them better than anyone in the industry.

Our consulting services include: Provider Development Planning, Medical Staff Development Planning, Community Needs Assessments, Patient Access Studies, Demand for Physicians, and Supply of Physicians.

3Dhealth projects demand for physician services using our proprietary Physician Demand Model. The model was developed with utilization data purchased from the leading actuarial firm Milliman. The commercial physician encounter rates are based on Milliman's proprietary database from nationwide commercial group data representing encounters from over 550-million-member months. Medicare encounter rates are based on the Center for Medicare and Medicaid Services' 5% sample data file, which is comprised of data representing encounters from over 13.8-million-member months.

3Dhealth's baseline Physician Demand Model projects demand for both physician and advanced practice provider services for a traditionally managed patient population. The utilization data is age and gender specific across 45 provider specialties and 25 pediatric sub-specialties. The model is also capable of adjusting the projected demand for physician services across the continuum from loosely to well-managed care, allowing you to better plan for population health management and the expected impact on demand for physician services.

3Dhealth compiles, tests, and iterates our provider supply databases using a variety of sources, including your provider rosters, competitor hospital rosters, mailing list data, CMS data, the AMA Masterfile, physician practice websites, Yelp, Healthgrades, Vitals, and other online resources. In addition, 3Dhealth verifies records with primary research and typically makes outbound telephone calls to 85-90% of the physicians within the database.

Project Scope, Process, and Deliverables

Activities
- ✓ Conduct a Kick-Off Meeting with a designated contact at Nueces County Hospital District and any additional key stakeholders to:
    - o Confirm project objectives and approach
    - o Discuss 3Dhealth's approach, methodology, data sources, timing and deliverables
    - o Agree on the Project Plan and timing for key milestones including:
        - ▪ Physician Supply Verification
        - ▪ Draft Surplus/Deficit Analysis
        - ▪ Patient Access Study
        - ▪ Nueces County Physician Needs Assessment Presentations
- ✓ Estimate the demand for office-based physician services for Nueces County.
    - o Utilize 3Dhealth's proprietary Physician Demand Model to determine the projected demand for physician services for Nueces County.
        - ▪ The model was developed with utilization data purchased from the leading actuarial firm Milliman.
        - ▪ The commercial physician encounter rates are based on Milliman's proprietary database from nationwide commercial group data representing encounters from over 550-million-member months.
        - ▪ Medicare encounter rates are based on the Center for Medicare and Medicaid Services' 5% sample data file, which is comprised of data representing encounters from over 13.8-million-member months.
        - ▪ Considers age and gender distribution of the Nueces County population
        - ▪ Includes 45 office-based physician specialties and up to 25 pediatric sub-specialties (as needed).
        - ▪ Assumes physician productivity utilizing a five-year rolling average of the MGMA median physician productivity benchmarks
- ✓ Compile and verify the physician supply database for Nueces County.
    - o Develop a comprehensive physician supply database for Nueces County utilizing a number of public and private sources
    - o To further increase the accuracy of the database, verify records with primary research and telephone calls to physicians' offices as needed. Additional research is typically completed in the following circumstances:
        - ▪ Age: If a physician's age was not uncovered during the database compilation, 3Dhealth gathers estimates using medical school graduation dates, birth years, or birth dates as available
        - ▪ Locations: Physician FTEs are adjusted for physicians that spend time practicing at multiple offices - both inside and outside of Nueces County - based on the days of the week spent at each office (e.g. two days at office 1 and two days at office 2 equate to a 50%/50% location split)
        - ▪ Specialties: If a physician practices multiple sub-specialties, his or her FTE is split between the sub-specialties
        - ▪ Productivity: Physician FTEs are adjusted for time spent performing non-clinical duties, such as teaching, research, or administrative duties. In the absence of actual FTE data or information, academic physicians are assigned a 0.67 FTE (or portion thereof if explicitly identified as a part-time provider)
- ✓ Complete the Patient Access Study.

- o For all office-based physicians within Nueces County, place phone calls to the practice to test for:
  - Whether practices are open or closed to new patients
  - The next available new patient appointment wait time
  - Whether the practice offered an alternative appointment - e.g., APP or physician partner, or alternative site
  - Call scenarios can be customized by specialty and payer type at Nueces County Hospital District's discretion.
- o Collect and tabulate the results of the Patient Access Study:
  - Number and percentage of physicians by specialty open, closed or selectively open to new patients
  - Minimum, maximum, and average wait times for the next available new patient appointment by specialty, practice, and/or physician
  - The number of practices that offered an alternative if they were closed to new patients or if wait times were excessive
- o Benchmark the results of the Patient Access Study against patient expectations and 3Dhealth's national experience based on our work across the country.
- ✓ Calculate current physician FTE supply by specialty for Nueces County
- ✓ Calculate the resulting current and five-year projected surplus or deficit of community physicians for the Nueces County population.
- ✓ Conduct a conference call to review the draft surplus/deficit results and physician supply database.
- ✓ Incorporate any feedback.
- ✓ Compile the results of the Patient Access Study.
- ✓ Issue the final Nueces County Physician Needs Assessment.
- ✓ Conduct in-person and virtual meetings/presentations, as needed.

Deliverables
- Draft Surplus/Deficit Results and Physician Supply Database (Excel file with initial results and physician supply detail)
- Patient Access Detail
- Patient Access Study
- Nueces County Physician Needs Assessment
- Provider Supply Database

Timing
- Six Weeks to Draft Results
- Ongoing In-Person and Virtual Meetings/Presentations As Needed

Physician Needs Assessment Specialties

The following specialties are included Physician Needs Assessment:

Primary Care Specialties
Advanced Practice Provider
Family Medicine
Geriatric Medicine
Internal Medicine
Nurse Midwife
Obstetrics & Gynecology
Pediatrics

Medical Sub-Specialties
Allergy & Immunology
Cardiology - Electrophysiology
Cardiology - Interventional
Cardiology - Medical
Dermatology
Endocrinology
Gastroenterology
Hematology/Oncology
Infectious Disease
Nephrology
Neurology
Pain Management
Physical Medicine & Rehab
Psychiatry
Pulmonary
Reproductive Endocrinology
Rheumatology
Sleep Medicine
Sports Medicine

Surgical Sub-Specialties
Bariatric Surgery
Breast Surgery
Cardiac Surgery
Colon and Rectal Surgery
General Surgery
Maternal Fetal Medicine
Neurosurgery - Cranial
Neurosurgery - Spine
Oncology Surgery
Ophthalmology
Orthopedic Surgery – Foot & Ankle
Orthopedic Surgery - General
Orthopedic Surgery - Hand
Orthopedic Surgery – Hip & Knee
Orthopedic Surgery – Shoulder & Elbow
Orthopedic Surgery - Spine
Otolaryngology
Plastic Surgery
Podiatry
Thoracic Surgery
Urology
Vascular Surgery

3Dhealth Project Team

Ron Flower, President & CEO, will lead the engagement. Sarah Catrambone, Manager, and Andrew Gargiulo, Manager, will assist Ron with the completion of the analytics and deliverables.

Ron Flower, President & CEO. Ron is a recognized Healthcare Analyst and Strategist. For more than 18 years, Ron has worked directly with 3Dhealth's clients to develop customized solutions to their Provider Development Planning needs. Having started with 3Dhealth as an Analyst, he knows every component of 3Dhealth's Provider Development Planning from the ground up. His experience now spans 42 states and includes Academic Medical Centers, Critical Access Hospitals, both national and regional health systems, physician groups, urban and rural markets, and everything in between.

As President & CEO of 3Dhealth, Ron leads all aspects of client engagements and is responsible for professional development across the firm. In addition to Provider Development Planning, Ron's areas of expertise include Community Needs Assessments, Market Assessments, and Feasibility Studies. He is also a noted speaker, regularly presenting at The Association for Advancing Physician and Provider Recruitment's (AAPPR) annual conference, educational meetings for state and regional affiliates of AAPPR, and retreats for hospital/health system Boards and Senior Leadership Teams.

Prior to 3Dhealth, Ron was the Director for SCORE! Educational Centers, a subsidiary of Kaplan and The Washington Post Company.

When not at work, Ron can usually be found spending time with his wife, Danelle, and son, Sebastian. Together, the three enjoy traveling, riding bikes, playing soccer, spending time at the beach, rooting for the Chicago Cubs and anything else that involves family and friends.

Sarah Catrambone, Manager. Sarah began working as a Research Associate for 3Dhealth in 2014 while she was in college. Upon graduation, Sarah accepted a full-time position as an Analyst and is now a Manager. As a Manager, Sarah's responsibilities include performing both primary and secondary research, gathering, organizing, and analyzing client data, and communicating analyses and research findings to project team members and clients. She is also involved in strategy development and leads partner deliverable preparation. Sarah trains all Analysts and Consultants within 3Dhealth.

In her free time, Sarah loves spending time with her family and friends. Born and raised in Chicago, Sarah has taken full advantage of living in the city. She enjoys everything Chicago has to offer by frequenting the many different restaurants, baseball games, concerts, and shopping options.

Andrew Gargiulo, Manager. As a Manager, Andrew is responsible for the development of project analytics and deliverables. Andrew works closely with Shane, Ron and Joanne in strategy development and delivers this strategic insight to clients. He also works closely with Joanne and Sarah in training of the 3Dhealth team.

Andrew grew up on the Mississippi Gulf Coast and earned a B.S. in Neuroscience and Cognitive Studies from Millsaps College. After graduating, Andrew moved to Philadelphia to pursue a PhD in Behavioral Neuroscience at Drexel University, where he studied the neurobiology underlying the drive to drink alcohol. Andrew then taught as a professor at Bryn Mawr College, where he studied sex differences in responses to stress and cognition. Across these experiences, Andrew presented at numerous local, national, and international conferences and authored numerous scientific publications. 3Dhealth allows Andrew to blend his passion for data analysis with practical, real-world applications in the health care industry.

Outside of 3Dhealth, Andrew loves to visit Philly for its restaurants and bars, museums and concerts, and history. Outside the city, he also enjoys hiking, biking, and spending time at the beach.

Relevant Experience

3Dhealth has completed hundreds of Provider Development Plans and thousands Community Needs Assessments for both Hospital, Health System, and Physician Group clients across the country.

Proposed Fees

Total fees for the project are based upon the proposed scope of work, include a 20% new client discount and total:

Component	Professional Fees
Current and Projected Surplus/Deficit Analysis	$14,000.00
Patient Access Study	$10,000.00
Total Retail Professional Fees	$24,000.00
Less 20% New Client Discount	*($4,800.00)*
Total Discounted Professional Fees	**$19,200.00**

Out-of-pocket expenses including travel, copies and binding, data purchases, and other reasonable project-related expenses will be billed as incurred at cost. Data fees include Milliman physician utilization rates, Claritas demographics, and IQVIA physician supply and total $1,500.00.

3Dhealth follows the IRS recommended guidelines for travel.

25% of the professional fees and 100% of the data costs are due upon signing of a Consulting Agreement. The remainder of the professional fees and out of pocket expenses will be billed monthly over the course of the engagement and are payable within 30 days of being billed.

Contact Information

Ron Flower
President & CEO
Office: 312-423-2673
Cell: 773-209-6311
RFlower@3Dhealthinc.com