

ACTION REQUIRED: Rethinking Physician Strategy During and After COVID-19

COVID-19 Effects

- Patient volume recovery and timing unknown
- Physician organizations in financial trouble
- Digital alternatives supplanting face-to-face encounters
- Encroachment threats by investor-owned companies, health plans

Immediate Actions *Now*



Offer lines of credit, other financial support (e.g., SBA loans)



Optimize reimbursement payment structures (e.g., CARES monies, payments for digital services)



Re-negotiate contracts; evaluate physician roles in risk contracts

Intermediate Actions *3-12 Months*



Develop new consumer approaches; update digital tools and analytics



Promote new care processes; recalibrate physician operations and compensation



Update physician affiliation/partnership models and strategy

New Normal

- Up to 65% of primary care in digital/self-management/virtual/home care
- Innovative care processes/practice redesign/partnerships
- Consumer segmentation and consumer-focused offerings
- Scale with virtual aggregators to compete for consumer at the “front end”



**Goal: Magnet
Physician
Enterprise Status**