

Three Strikes But Not Out

Situation: Delta initially met with 18 physicians who represented more than 40 colleagues. Many there had tried to merge their practices three previous times in various configurations without success. To say the least, there was skepticism in room.

Obstacles and Issues: A full range in the sizes and specialties of practices represented. A history of hard work and costs investigating a merger with no results.

Results: The merger was accomplished in less than a year with 40 physicians and 10 practices participating. Five years later, they are one of the largest medical group in their state, with over \$30 million in revenue and more than 50 physicians.

"Delta Health Care helped us accomplish what many 'wannabes' failed at. Our very existence can be directly traced to finding these guys from Nashville."

Interpersonal Issues Produce Near-Failure

Situation: A hospital CEO recommended Delta to a specialty group practice that was critical to his hospital yet struggling to survive. He apologized for getting Delta involved in such a mess. Our response? If it was easy, everybody would be doing it.

Obstacles and Issues: The four physicians in a group practice had barely tolerated each other for the past two years. They blamed each other for their declining reputation and dysfunctional business.

Results: *"It was amazing. In less than two days Delta had drilled through our façade and was making us talk about issues we had with each other which had been simmering for years. It felt good to talk about it."*

"Two months later, we were on a totally new track -- focused on our business and it's growth. I've never seen a consultant address these intrapersonal issues, it was amazing the insight they had."

More Than Incorporation Papers

Situation: Sixty physicians had put up a few hundred dollars each to belong to a "Physician Organization." They had hired an attorney and developed by-laws and incorporation papers. They called Delta to see if we could manage it.

Obstacles and Issues: Delta asked about the group's business plan. There was no plan.

Results: Only nine months later, the fully merged group "went live" with 55 doctors in 22 multi-specialty practices that ranged in size from a solo physician to a group of five.

"We now have 85 physician shareholders, 120 providers, \$84 million in revenue, and the best managed care contracts in the entire state."