Quick-Hitting Survey
Information Sharing & Consulting Practices

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Executive Summary

Methodology

In August 2019, The Health Management Academy conducted a quick-hitting survey of Leading Health Systems to better understand health system policies around internal consulting and information sharing. The 7 responding Chief Learning Officers (CLO) represent health systems with an average Total Revenue of $7.7 billion that own or operate 117 hospitals and have approximately 1.2 million admissions per annum.

Key Findings

- Just over half of health systems surveyed (57%) host site visits from other organizations to share best practices.

- Less than half (43%) of health systems have formal reporting and approval mechanisms in place for employees engaging in external consulting activities.

- A majority of health systems (71%) have policies that govern the content employees share when speaking at conferences.

Results

As health systems share information and best practices with one another, executives are attempting to establish policies around internal consulting. Site visits are one way that health systems can learn from other organizations. Over half (57%) of responding health systems host site visits so other organizations can learn about their best practices (Figure 1). Health systems host site visits focused on best practices in a variety of areas including care management, clinical programs, continuous improvement, transformation and innovation centers, human resources, information technology, and the health system's clinically integrated network and/or accountable care network. However, some organizations specify that they only allow non-competing organizations to come for site visits. No health system charges for site visits.

Less than half (43%) of health systems have reporting and approval mechanisms in place for employees engaging in external consulting activities (Figure 2). Some organizations require permission from an SVP on a case-by-case basis, while others must obtain annual approval for consulting activities through corporate compliance.

Half of health systems (50%) have guidelines for what proprietary information is shared with other organizations via professional networking versus what is monetized. Commonly, proprietary information is defined as any content or information developed as part of one's role. Additionally, some health systems designate parts of their business as for-profit LLCs and individuals in those areas sign non-disclosure agreements. Legal and compliance are often involved in reviewing and advising on what information is permissible to share.

Figure 1. Does your organization host site visits from other organizations to learn about your best practices?
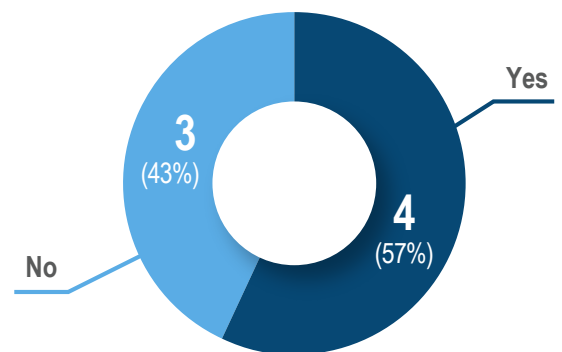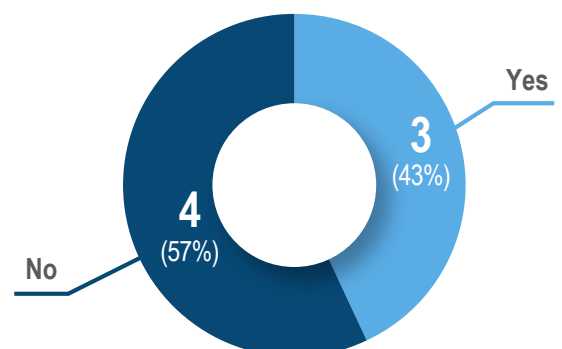

Figure 2. Does your health system have a reporting and approval mechanism for individuals at your organization engaging in consulting activities?

While only half of Leading Health Systems have guidelines for what information is shared during professional networking versus what is monetized, 71% of health systems have policies in place that govern content employees can share when speaking at conferences (Figure 3). Of those who responded that they have policies in place, 60% of those health systems said that their content inclusion is audience dependent (Figure 4). Additionally, 40% of those health systems have defined proprietary information that would be restricted for use at conferences.

Figure 3. Does your organization have policies that govern the content employees share when speaking at conferences?

- Yes, we have policies in place
- No, and we are not developing any policies to govern this

The majority (71%) of health systems do not compensate individuals or teams for engaging with others on behalf of their organization (Figure 5). One organization will recognize the individual or team in lieu of compensation.

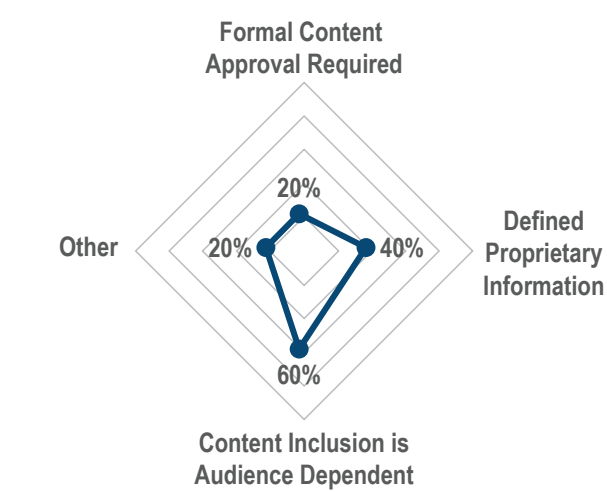**Figure 4. Which policies do you have in place to govern the content employees share at conferences?**
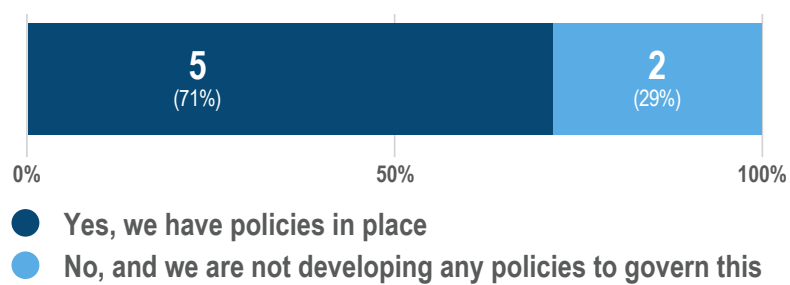

Figure 5. If engaging on behalf of your organization, are individuals and/or teams compensated or recognized?