

WEISS



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An NFL starting quarterback only plays about **8 to 10 hours of actual football in an entire season**. That's it. One workday's worth of actual "ball in play."

But behind those 8 to 10 hours sits **175+ hours of practice**. And that's in addition to film study, workouts, and endless reps in training camp. The ratio, what I call the "Preparation Multiple"? It's roughly **95% preparation to 5% performance**.

Now think about how physician group leaders approach contract negotiations with hospitals, payors, and other parties. Too often, they walk into the room cold. No deep prep. No drilling key points with legal counsel. No time spent understanding what the hospital really wants. No practice against a simulated negotiating opposite. Just winging it.

If an NFL quarterback skipped practice all week and showed up on Sunday, you'd call it malpractice. Yet this is exactly what happens in healthcare negotiations every day. In fact, the hospital and the payor and everyone you've ever negotiated with on behalf of your group is counting on it.

Your legal counsel isn't just a document drafter. They're your coaching staff and, in many cases, your co-negotiator. Their job is to help you run scenarios, anticipate the other side's moves, and design a playbook. The actual negotiation is game day, and the outcome depends almost entirely on how well you've practiced.

Spend the time. Rehearse. Dig into the deal points. Walk in prepared. Because your "game day" may only last a few hours, or even a few minutes, but the results will shape your group's future, and your own, for years.

Question for you: When was the last time you really practiced before a negotiation?



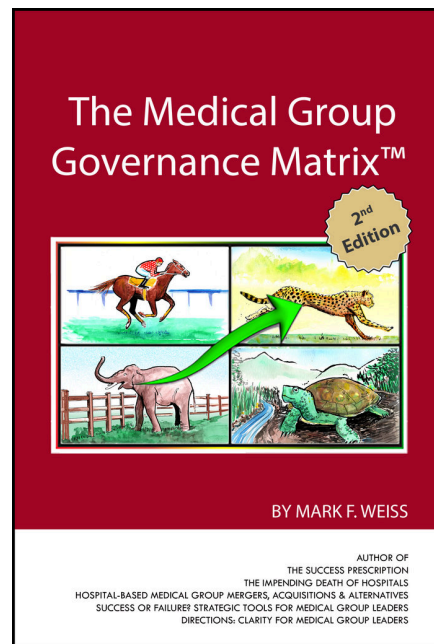
Your favorites, updated.

Two of our most popular publications are back with current statistics and the same urgent message: You must plan for your group's continued success.



Hospitals gorged on “aligned” physicians. Now it’s evident that integrated care delivers neither better care nor lower costs. And now, technology is mooting many of the reasons for a hospital’s existence. How can your practice survive in the post-hospital world?

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An inadequate governance structure can cripple your medical group’s ability to make effective decisions. Are steering your group toward disaster? The Medical Group Governance Matrix introduces a simple four-quadrant diagnostic tool to help you find out.

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