Orthopedic and Spine-Driven Hospitals Best Practices

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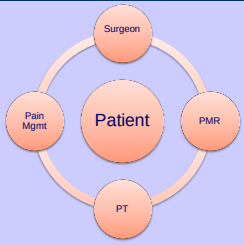
Defining A True Multi-Disciplinary Center

- Surgical and Non-Surgical Specialties
- Partnered with a Hospital/System
- Working in a cohesive fashion
- Clinical philosophies aligned
- Financial incentives aligned
- Single Group

The Typical Spine Patient Experience

Spine Team Texas Model



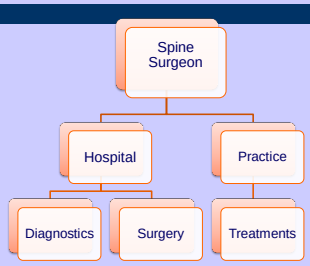
Inverse model of spine care

19 Clinicians

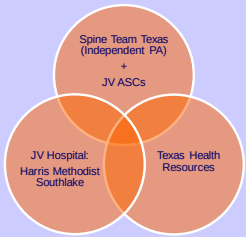
- **Anesthesiology, Pain**
  - 2

  Physiatrists (Physical Medicine and Rehabilitation)
  - 7
- **Physician Assistants/Nurse Practitioners**
  - 6
- **Neurosurgeons**
  - 3
- **Orthopedic Surgery**
  - 1

Concept: Spine Surgeon as Rainmaker



Joint Venture Model



Mutually Aligned Core Philosophies

- Focus on the *PATIENT EXPERIENCE*
- Focus on the *EMPLOYEE EXPERIENCE*
- Clinical excellence
- Minimally Invasive Techniques

Harris Methodist Southlake Hospital

- JV (Texas Health Resources + Physicians)
- Short Stay Surgical Hospital, Inpatient beds
- Imaging, Surgery
- Selected specialties and physicians
- Primarily Spine and Ortho Driven
- Chairman of the Board
  - Strategic Alliance with THR

Role of Hospital Relationship

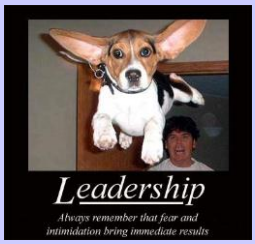
- Similar Patient Experience to STT
- Facilitates Patient Throughput
- Financial alignment decreases external pressures
- Physician influence on quality
- Managed care contracting

Profile of Ideal Hospital Partner

- Mutual Trust
- Joint Venture
- Allows physician input to operational control
- Understands the role of the physician
- Strong managed care contracts

Key Parameters for Success

- Leadership
- Culture
- Quality/Safety
- Strategy/Growth



People

- Press Ganey: 99th percentile
  - Employee Satisfaction
  - Employee Engagement
- Modern HealthCare: Best Places to Work
  - Last 4 years
  - 6th in Nation
- Best Companies to Work In Texas
  - Last 4 Years (Only 2 Healthcare Groups in top 100)

Service

- HCAHPS scores: 92-99th percent
- 99% of all patients would recommend again

Quality

- SCIP data:

Growth Past 5 years

- Total Surgical procedure
  - 2061-4076 (129%)
- Inpatient
  - 389-849 (118%)
- Outpatient
  - 2948-3847 (32%)

Finance

- Total Operating Revenue
  - $61,267k
- Operating Margin
  - 28%
- PCR %
  - 44%

Leadership

- Board Structure
- Physician Involvement
- Hospital President

Teamwork Development

- Team Led Committees
- Wellness groups
- Running groups
- Socials
- Monthly managers meetings

Leadership Development

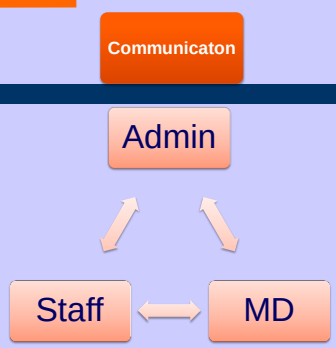
- Quarterly seminars
  - Disney
  - Employee relations
- 3 leadership books per year
- Promote from within

Strategic planning

- Annual board retreat
- Each board meeting
- Town hall meetings

Culture

- Who are the customers?
- Employee evaluation
  - 1/3 Skills
  - 1/3 Behavior (Behavioral standards teams)
  - 1/3 Goals
- Staff: Owners not renters!
- Meaningful gain sharing



Care of the Caregiver

- Nurse to patient ratio 3:1
- OR: Free scrub tech and nurse floats
- Waiting line concept
- Average turn around time 14 minutes

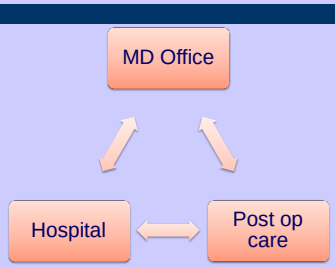
Key Safety Initiatives

- Annual safety goal for every employee
- OR Safety
- “Eyes On”
- “I plant flags”

Patient Advisory Committee

- Chief of Staff
- President
- CNO
- Team Leaders
- Focus groups with patients

Continuum of Care



Joint Center

- Joint Camp
- Newsletters
- Specified Physical Therapist
- Quality measures of functionality

"Blue Distinct" for Spine and Ortho

- Identified as preferred providers
- Standards
- Volumes

Future directions/questions

- Obamacare ruling by the Supreme Court
- Shift to outpatient
- Will quality finally matter?
- Medicare???
- Healthcare evolution