

What Can Football Teach Us about Surgery Center Management?

4 Essentials for ASC Improvement



Presented by:

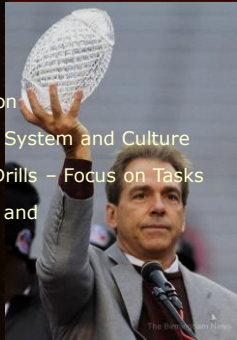
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1

Winning Coaches : Successful ASCs

- ▢ Culture of "Team"
- ▢ Strategic Direction
- ▢ Systems of Operation
- ▢ Recruiting to fit the System and Culture
- ▢ Execution of Daily Drills – Focus on Tasks
- ▢ Review of Activities and Improvement



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Winning Coaches : Successful ASCs

- ▢ Culture of "Team"
- ▢ We ARE all in this TOGETHER
- ▢ EVERYONE has a vested interest in success



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Winning Coaches : Successful ASCs

- ▢ Strategic Direction
 - ▢ Game plan (daily operations)
 - ▢ Long term plans (whole season perspective)



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Winning Coaches : Successful ASCs

- ▢ Systems of Operation
 - ▢ Offense and defense have their own jobs
 - ▢ They must understand their roles and rely on each other to do their assigned tasks
 - ▢ If one works well, the other benefits



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Winning Coaches : Successful ASCs

- ▢ Recruiting to fit the System and Culture
 - ▢ No one player lasts forever
 - ▢ Don't become completely dependent on the "franchise" player
 - ▢ Who are your "backup players"



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Winning Coaches : Successful ASCs

- ▮ Execution of daily drills – focus on tasks
- ▮ Defined tasks
- ▮ Repetition for improvement
- ▮ Set standards and work toward (and exceed) them



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Winning Coaches : Successful ASCs

- ▮ Review of activities and Improvement
- ▮ Game tapes
 - ▮ What did we execute well
 - ▮ Where can we improve



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The 4 Essentials - S. U. R. E.

- **System** – Developing a process for operating the business, making sure everyone knows their job and expectations, and creating an overall systematic way of doing business... down to how the secretary answers the phone, to how we do a board meeting, to how patient care is measured etc.
- **Understanding** – Ensuring that everyone understands their job and expectations and what they need to do everyday. Get them to embrace the process or system. Teach it to them and verify it is being done by constant measurement.
- **Recruiting** – Get the right people who will buy into the system, have high ability, and can execute consistently.
- **Executing** – Focusing the team on executing the system every day. If you do your job and your teammates or colleagues do theirs, the results take care of themselves

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SYSTEM

The system for a surgery center has three components:

- 1) clinical systems
- 2) business office
- 3) risk management

Each area of the surgery center must understand and adhere to center culture and strategic direction in order to succeed.

Function as integrated units toward a common goal

SYSTEM

The components of the system
MUST function as
integrated units toward a common goal

**No component functions
independently**

Examples

Defined processes for every member of the team:

Business Office: Review contracts and load into computer system; understanding of acceptable codes/procedures; track billing and accounts receivable. Audit processes to track progress of all financial segments

Clinical: Patient assessment; intervention plans; quality measures and review at each stage of care; discharge and patient education. Effective supply inventory and management to ensure best patient care.

Risk: Proper patient selection; effective informed consent process; comprehensive credentialing program; discharge planning and patient follow-up; critical.

Physicians: Share ASC benchmarks for both patient care and cost effectiveness; understand supply cost and cost control strategy, goals.

Patients: Communication prior, during and after surgery.



Examples

Defined processes for every member of the team.

Business Office:

- Scheduling, Collections, Coding, Billing, Medical Records, A/R management, Cash management, Accounts payable.
- Management - Audit processes to track progress of all financial segments



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13

Examples

Defined processes for every member of the team:

Clinical:

- Patient assessment
- Intervention plans
- Quality measures and review at each stage of care
- Discharge and patient education
- Effective supply inventory and management to ensure best patient care.



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14

Examples

Defined processes for every member of the team:

Risk Management:

- Comprehensive credentialing program
- Proper patient selection
- Effective informed consent process
- Discharge planning and patient follow-up



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15

Examples

Defined processes for every member of the team:

Physicians:

- Share and actively participate in ASC benchmarks for both patient care and cost effectiveness
- Understand supply cost and cost control strategy
- Understand the team goals and why they are important.



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16

Examples

Defined processes for every member of the team:

Patients: Communication prior, during and after surgery.



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17

UNDERSTANDING

A surgery center's culture should be pervasive and touch every area of the facility.

Success requires EVERY job to be done well

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18

Truly understanding how each role in the ASC contributes to profitability and advising staff members on how their tasks should be performed.

An employee bonus program that provides tangible financial rewards for good work. Employees should understand they will reap exactly what they sow.

Regular on-site training and presentations about the center's culture.

Verify a system for pre-certification that coordinates with the surgeons' offices, gathers insurance & demographic information from the patient, identifies co-insurance & deductibles, and ensures that the surgical procedure will be reimbursed.

Measure supply cost per case each month. Compare supply costs between physicians for similar cases. Report the results to the governing body of the center.



Monthly patient satisfaction surveys, impromptu surveys by management of satisfaction levels at the surgeons' offices and ASC.

The ASC should compare itself to similar centers to properly benchmark and identify material or staffing discrepancies.



RECRUIT

STAFF

Pre-screening to ensure a good fit for the center

Regular on-site training/presentations about the center's culture.

The best team is one that recognizes and accepts each member's role



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22

RECRUIT

Provider

Anesthesia groups should be able to turn rooms quickly, choose appropriate drugs for the surgery center and have a strong interest in the quality aspects of the ASC.

Every physician recruited to the center should fit within the center's strategic plan, bringing a needed specialty and an eye towards quality improvement. The physician should be compatible with the center's other providers.



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23

EXECUTE

Execution is about completing a series of small tasks that create success in the long run.

It's what your staff does on a daily basis.

Every staff member should primarily be focused on his or her daily tasks. They should trust that others will do the same

"This is the job I need to do today."

"It's about focusing on what's important now."

Over time, completing those small daily tasks will add up into long-term success.



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24

Truly understanding how each role in the ASC contributes to profitability and advising staff members on how their tasks should be performed.

An employee bonus program that provides tangible financial rewards for good work. Employees should understand they will reap exactly what they sow.

Consistency in expectations and rewards for success.

S.U.R.E. SUCCESS !



"...the consistency in performance, people not being complacent, people continuing to challenge themselves." Nick Saban
