

## Avoiding Critical ASC Mistakes

Hiring Great Staff  
Reducing Hours per Case  
Physician Utilization

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[www.regentsurgicalhealth.com](http://www.regentsurgicalhealth.com)

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## Avoiding Mistakes The Right People Determine Your Values



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## Avoiding Mistakes The Right People

### Hire the Right People

- A choice of one is not a choice at all
- Interview and select based on historical performance
- Behavioral Interviewing
- Hire the person not the paper
- Have more than one person interview

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## Avoiding Mistakes The Right Person

\_\_\_\_ Respectful Caring \_\_\_\_ Demonstrating \_\_\_\_ Efficiency \_\_\_\_ Integrity

Achieves performance excellence by self-imposing high standards. Leads by example. Accomplishes tasks on own initiative. Sets high standards for fellow coworkers. Sense of accountability and responsibility.

**Behavioral Questions**

1. Think about a time when your work was above standard. What did you do, how do you know it was above standard, and how did it turn out?
2. Give me an example of a time you led by example to ensure a particular standard exceeded everyone. Why did you do it? What did you say? How did it turn out?
3. Tell me a time when you took initiative to make sure a task was completed. What was it? What did you do? What was the result?
4. Tell me a time you made a mistake or an error in judgment. How did you resolve it? What did you learn?
5. Describe a time you led the executive team to make a particularly difficult business decision based on the values of the company vs. just based on money. What was it? How did you do it? What was the outcome?

|           |           |
|-----------|-----------|
| Beginning | Beginning |
| Middle    | Middle    |
| End       | End       |

Observations: \_\_\_\_\_ Follow Through: ☐

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## Avoiding Mistakes The Right People

- Changing the Culture
  - Will take time
  - Involve Board and Facility leaders
  - Involve key staff members
- Develop Values Program
  - Interview Guides
  - Job Descriptions/Performance Appraisals
  - Recognition/Merit Increases

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## Avoiding Mistakes The Right Person



**Respectful Caring**

Demonstrating an awareness for compassion toward all stakeholders

- Acting on results of all satisfaction surveys
- Provide regular communication and feedback in a way that is consistent with this value
- Speak to and approach others in a friendly and compassionate way
- Act in a way that demonstrates our responsibility to be reliable and prompt
- Open to other employee complaints
- Listen and act on physician feedback in a constructive and honest manner

Thank you for demonstrating Respectful Caring and inspiring all others to perform at their best.

Tom Mallory, CEO



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## Avoiding Mistakes Over Staffing

- Human Resources
- Largest Variable Expense Line Item
- Cannot do without them
- Have to have highly qualified folks
- Takes minimum number of team members just to open the facility - even for one case



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## Avoiding Mistakes Over Staffing

What's a Body to Do?

- Make sure your 'right person' knows about the 'other duties as assigned'.
- Cross train business office folks to do more than one and preferably all positions
- Cross train clinical staff to more than one position and department
- Ensure all people have one non job specific duty they are responsible for

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## Avoiding Mistakes Over Staffing

- Proactive vs Reactive
- Know your facility peaks/valleys
- Plan a week in advance for staffing
- Always be in a state of hiring per diem clinical staff
- Avoid agency temp help!!! Eats your dollars too fast

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## Avoiding Mistakes Over Staffing

- Tricks to the Trade
- Teach your staff what an hour looks like over a week, month and year
- Incentivize
- Use Tools/Report weekly
- Use creative scheduling of staff

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## Avoiding Mistakes Over Staffing

- Staffing Productivity Tools
- Utilize a formal planning tool for preparing for the upcoming schedule
- Retrospectively review staffing hours per case
  - Was it adequate
  - Was it too much....why?

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## Avoiding Mistakes Over Staffing

| Budgeted Hours per Case   |     | Previous Week Actual numbers |         |         |         |        | Following Week Projected numbers |         |         |         |        |
|---------------------------|-----|------------------------------|---------|---------|---------|--------|----------------------------------|---------|---------|---------|--------|
|                           |     | 1                            | 2       | 3       | 4       | 5      | 6                                | 7       | 8       | 9       | 10     |
| Cases Performed/Scheduled |     | 131.6                        | 109.0   | 125.5   | 175.8   | 135.9  | 224.7                            | 135.0   | 175.0   | 152.0   | 174.0  |
| Total Paid Hours          |     | 131.6                        | 109.0   | 125.5   | 175.8   | 135.9  | 224.7                            | 135.0   | 175.0   | 152.0   | 174.0  |
| Total Hours Per Case      |     | 1.00                         | 1.00    | 1.00    | 1.00    | 1.00   | 1.00                             | 1.00    | 1.00    | 1.00    | 1.00   |
| Date                      |     | 6/5/10                       | 6/12/10 | 6/19/10 | 6/26/10 | 7/3/10 | 7/10/10                          | 7/17/10 | 7/24/10 | 7/31/10 | 8/7/10 |
|                           |     | Mon                          | Tue     | Wed     | Thu     | Fri    | Mon                              | Tue     | Wed     | Thu     | Fri    |
| Employee 1                | 8.0 | 8.0                          | 8.0     | 8.0     | 8.0     | 8.0    | 8.0                              | 8.0     | 8.0     | 8.0     | 8.0    |
| Employee 2                | 8.0 | 8.0                          | 8.0     | 8.0     | 8.0     | 8.0    | 8.0                              | 8.0     | 8.0     | 8.0     | 8.0    |
| Employee 3                | 8.0 | 8.0                          | 8.0     | 8.0     | 8.0     | 8.0    | 8.0                              | 8.0     | 8.0     | 8.0     | 8.0    |
| Employee 4                | 8.0 | 8.0                          | 8.0     | 8.0     | 8.0     | 8.0    | 8.0                              | 8.0     | 8.0     | 8.0     | 8.0    |
| Employee 5                | 8.0 | 8.0                          | 8.0     | 8.0     | 8.0     | 8.0    | 8.0                              | 8.0     | 8.0     | 8.0     | 8.0    |
| Employee 6                | 8.0 | 8.0                          | 8.0     | 8.0     | 8.0     | 8.0    | 8.0                              | 8.0     | 8.0     | 8.0     | 8.0    |
| Employee 7                | 8.0 | 8.0                          | 8.0     | 8.0     | 8.0     | 8.0    | 8.0                              | 8.0     | 8.0     | 8.0     | 8.0    |
| Sub Total Hours           |     | 56.0                         | 56.0    | 56.0    | 56.0    | 56.0   | 56.0                             | 56.0    | 56.0    | 56.0    | 56.0   |
| Available Hours Per Case  |     | 0.43                         | 0.51    | 0.45    | 0.32    | 0.37   | 0.25                             | 0.41    | 0.32    | 0.37    | 0.32   |

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## Avoiding Mistakes Over Staffing

- What to do when you are successfully staffing and saving big bucks?
- Remember whose pocket the savings came from
- Treat the staff to a portion of those savings
- Incentivize to cooperate with controlled hours



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## Avoiding Critical ASC Mistakes: Physician Utilization

"When you make a mistake, admit it.  
If you don't, you only make matters worse."

**Ward Cleaver:**

*Leave it to Beaver*

"If I had to live my life again,  
I'd make the same mistakes, only sooner"

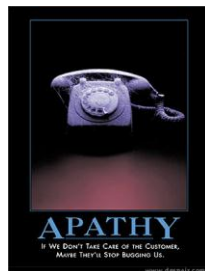
**Tallulah Bankhead**

*US movie actress (1903 - 1968)*

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## Avoiding Critical ASC Mistakes: Physician Utilization

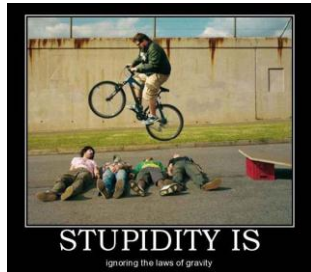
- Mistakes of  
OMISSION



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## Avoiding Critical ASC Mistakes: Physician Utilization

- Mistakes of OMISSION
- Mistakes of COMMISSION



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## Avoiding Critical ASC Mistakes: Physician Utilization

- Mistakes of OMISSION
- Mistakes of COMMISSION



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## PHYSICIAN UTILIZATION

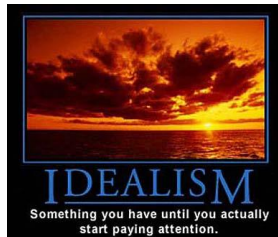
- Investors perform 100% of their cases
- Non Investors clamor for Afternoon Start Times
- Requested OR time = Actual Time Needed
- Everyone can have a 7:30 am start time



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## PHYSICIAN UTILIZATION

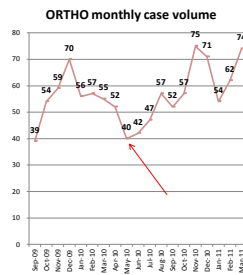
- The best way to insure 100% physician utilization would be....
- only let MD office schedulers invest in the ASC**



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## Mistakes of OMISSION

- Failure to Track Specialty & Individual Volume Trends



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## Mistakes of OMISSION

- Failure to Track Specialty & Individual Volume Trends
- Failure to Identify "Physician Leakage"



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## Mistakes of OMISSION

- Failure to Track Specialty & Individual Volume Trends
- Failure to Identify MD Leakage

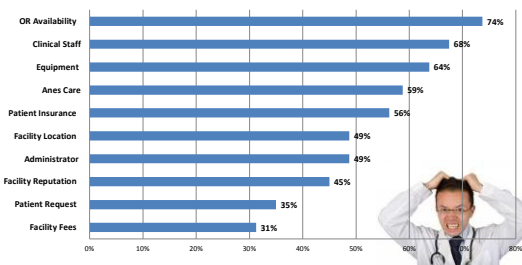
- Failure to conduct  
**PHYSICIAN  
SATISFACTION**  
Surveys



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## Utilization & MD Satisfaction

Major Influences on MD Utilization



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## Mistakes of OMISSION

- Failure to Track Specialty & Individual Volume Trends
- Failure to Identify MD Leakage
- Failure to conduct MD Satisfaction Surveys

- Failure to Market to  
**OFFICE SCHEDULERS**



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## Failure to Market to Office Schedulers

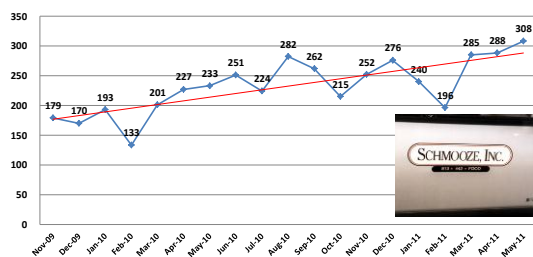
- Develop Internal Sales Team
- Scheduler Call & Visit Log
- One on One Lunches & Treats



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## Failure to Market to Office Schedulers

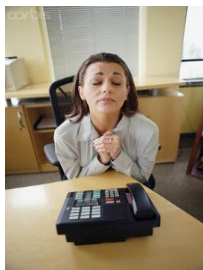
MONTHLY CASE VOLUME INCREASE WITH INTENSIVE SCHMOOZING



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## Mistakes of OMISSION

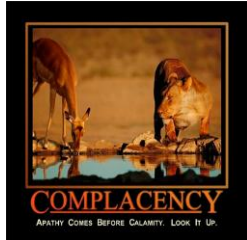
- Failure to Track Specialty & Individual Volume Trends
- Failure to Identify MD Leakage
- Failure to conduct MD Satisfaction Surveys
- Failure to Market to Office Schedulers
- Failure to Institute **PRE-EMPTIVE SCHEDULING**



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## Pre-emptive Scheduling

- Make a Surgeon Vacation Calendar
- Identify Gaps in the Schedule
- Fax / Email / Call every office to notify of available times
- Don't be afraid to ASK for Cases
- Be Prepared with...:
  - List of Payer Contracts
  - List of Block Availability
  - Equipment lists
  - OON policy
  - Facility Brochures

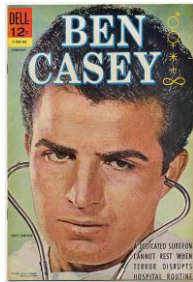


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## Mistakes of OMISSION

- Failure to Track Specialty & Individual Volume Trends
- Failure to Identify MD Leakage
- Failure to conduct MD Satisfaction Surveys
- Failure to Market to Office Schedulers
- Failure to Institute Preemptive Scheduling

• **FAILURE TO MEET WITH MD'S ON A REGULAR BASIS**



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## Mistakes of OMISSION

- What do they like about the ASC?
- Is your equipment meeting their needs?
- What could we do to increase their utilization?

• **FAILURE TO MEET WITH MD'S ON A REGULAR BASIS**



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## Seek Out MD's New to Practice

- What is the average age of your ASC investors?



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## Seek Out MD's New to Practice

- What new procedures or techniques might they bring?
- What new equipment will they need?
- What could we do to increase their utilization?



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## Mistakes of COMMISSION

- Just Saying "NO"



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## Mistakes of COMMISSION

- Just Saying "NO"



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## Mistakes of COMMISSION

- Saying "NO"
- **Anyone** refusing a case, other than the administrator or med director



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## Mistakes of COMMISSION

- Saying "NO"
- Anyone refusing a case, other than the administrator or med director
- **BLOCK TIME DISASTERS**



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# BLOCK TIME DISASTERS

Monitoring Use  
&  
Release Time  
Disputes

2 - The Center for  
Hospitalist Services, Regent  
Medical Health  
Primary Location: Regent  
Medical Health  
All times are in minutes

| BLOCK OWNER | Block Time Analysis  |                 |                     |                 |                   |
|-------------|----------------------|-----------------|---------------------|-----------------|-------------------|
|             | Available Block Time | Block Time Used | Non Block Time Used | Total Used Time | % Block Time Used |
| Surgeon 1   | 4116                 | 2897            | 1712                | 4309            | 63.19%            |
| Surgeon 2   | 2160                 | 1364            | 379                 | 1733            | 62.69%            |
| Surgeon 3   | 1440                 | 636             | 48                  | 584             | 37.22%            |
| Surgeon 4   | 6720                 | 2127            | 323                 | 2450            | 21.68%            |
| Surgeon 6   | 4880                 | 1633            | 558                 | 2091            | 38.78%            |

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## Release Time Disputes



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# BLOCK TIME DISASTERS

- Release Time
- Fast & Slow Surgeons just don't mix



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## BLOCK TIME DISASTERS

- Release Time
- Fast & Slow Surgeons

- Getting New Surgeons onto the schedule



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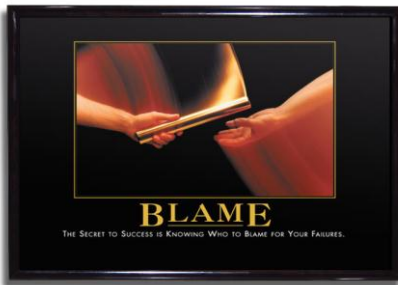
Hiring Staff, Nursing Hours, MD Utilization

**Let's make  
better mistakes  
tomorrow.**

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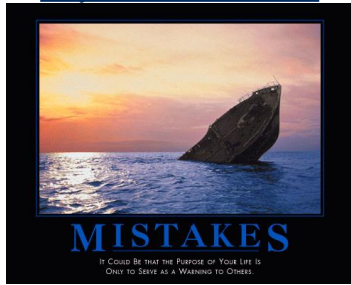
## Avoiding Critical ASC Mistakes:

Hiring Staff, Nursing Hours, MD Utilization



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## Avoiding Critical ASC Mistakes: Physician Utilization



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