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# By the Numbers:

**11 locations**

**54 physicians**

**35 APPs**

**33 Therapists**

**697 employees**

# Notes of interest

- 10<sup>th</sup> largest orthopaedic group in the OrthoForum (by physician count)
- Largest orthopaedic group in the state of Tennessee (by total provider count)
- 15<sup>th</sup> largest private employer in Knoxville
- 2<sup>nd</sup> largest physician-owned medical group in Knoxville
- Operate at all five area hospital systems
- Level I Trauma surgeons
- Areas only Pediatric and Oncology orthopaedists



KOSC

Knoxville Orthopaedic Surgery Center



Center opened January 2010  
with 4 OR's 1 Procedure Room  
(2 additional shelled in ORs)

5<sup>th</sup> OR opened in 2013

6<sup>th</sup> OR opened in 2014

10,226 Cases performed in 2018

- 5,260 Ortho
- 4,966 Interventional Pain Mgmt

# Total Joint Journey

- January 2016 began Uni Knees
- Spring 2017 began TKA/THA
- Single Payer contract in place
- Humana MA agreement Fall 2017
- All primary payer contracts in place by end of 2018 (3 year process)
- Performed 130 procedures in 2018

# The Journey Continues

- January 2019 opened 2 additional ORs specifically for TJA service





- 3 Primary Total Joint Surgeons utilizing these ORs for TKA/THA
- Averaging 35 procedures/month
- Average length of post op stay in the center is 3-6 hours
- Began TSA January 2019

# Factors Impacting Success

- Payer Contracting
- Patient Selection
- Patient Education/Common Message
- Process Standardization
  - Pre Admission
  - Anesthesia
  - Implants/Cement/Helmets/Togas

# Contracting

- Healthcare is local (Knoxville GPCI .728)
- Know your competition
- Know hospital costs/reimbursement
- Know your case cost
  - Implant/accessories
  - Additional staffing needs
- Look for out of the box options
  - Gainsharing
  - Bundled Arrangements
  - Site of Service Reimbursement

# Patient Selection

- Appropriate patient identified
  - Meets Criteria/Motivated

***Joint and Spine Exclusion Criteria:***

No ASA > 3

No BMI > 45

No Poorly Controlled Diabetes Mellitus, HgbA1c > 8

No Uncontrolled Sleep Apnea

No Narcotic Dependency

No Anemia, Hemoglobin < 10 12

Follow KOSC's established exclusion criteria

***KOSC Exclusion Criteria:***

No history of Difficult Intubation- received verbally or in writing

No Pregnant Patients

No AICD

No history of Malignant Hyperthermia in patient or 1<sup>st</sup> degree relative

No active MRSA or current treatment for MRSA in open or draining wounds

No confirmed Latex Allergy with history of anaphylaxis or respiratory symptoms

No Non-Ambulatory patients

No BMI equal to or greater than 50



# The Scheduling Process


- Office scheduling notifies center
- Notification email sent to include
  - Pre admission
  - Nursing supervisor
  - OR supervisor
  - Physical Therapy
  - Implant Rep

- Patient contacted by PT for prehab visit
- Pre Admit staff is notified of the PT visit appointment date
- Patient is contacted by Pre Admit staff
- If anesthesia consult or labs are necessary they are scheduled for PT visit date (to limit patient trips to the campus)

# Education / Message

- Starts with the surgeon and his clinical staff setting expectations
- PT Prehab--hands on eval, discussion of the home environment
- Center Pre Admit staff
- Anesthesia consult
- Financial Counselor(s)

# Standardization

- Pre Admission
  - All providers adhere to center medical criteria 
  - Patients notified of expected patient responsibility, meet center payment requirements for elective procedures (we are beginning financing options but to date have allowed up to 6 month payment plan)




# Standardization

- Anesthesia




- Limited anesthesia providers
- Proactive in multimodal pain management/blocks
- Regular meetings with surgeons/staff to access protocols
- Engaged in cost management
  - Example: IV Tylenol

# Standardization

- Implants/Accessories 
  - Surgeons engaged with vendors AND each other
  - Big \$\$--look for opportunities for cost management
    - Single/Dual source pricing
    - Tiered pricing
    - Capital Equipment Placement Agreements
    - Rebate Agreements

# Other Considerations

- Sterile processing needs/space
- Staffing—OR and PACU 
- Physical Therapy
- Overnight stay options/requirements

# Today

- On track for 460 THA/TKA and 50 TSA in 2019
- Day of Surgery Bundle
- Medicare Advantage Waiver for Total Joints
- Gainshare for providers
  - Commercial/Med Advantage
- Travel Program for 3<sup>rd</sup> party Ins
- Referral Sources-PCP ACO's

Questions?

Comments?

Suggestions?

Network, Network, Network

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