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By the Numbers:

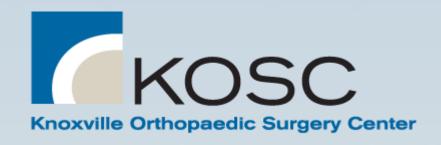
11 locations 54 physicians 35 APPs 33 Therapists 697 employees



Notes of interest

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









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

5th OR opened in 2013

6th 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 Arrangments
 - 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 1st 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 Progam for 3rd party Ins
- Referral Sources-PCP ACO's



Questions?

Comments?

Suggestions?

Network, Network, Network



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