

Keys to Better Managing Your Surgery Center

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We developed this presentation as a step-by-step approach to improving your ASC using actual events and experiences. The goal for today is to use these examples and the fundamentals discussed during this session and more comprehensively in our book, Developing and Managing Surgery Centers, to augment your current ASC.



We will discuss the following:

- Financials Analysis to better manage your center using **Critical Management Factors/Benchmarks**
- Operational Fundamentals – Having a **System** and regularly evaluating using best practices
- Leadership and Vision – determining the direction for your ASC and **Achieving Buy In**
- Key **Pitfalls** for Managers
- Recruiting Physicians – Developing **New Business**
- New Program Development – establishing new surgical program for your ASC.



In sum, *running an ASC is an art*, it cannot be run off a spreadsheet: there is a balance between following the fundamentals inherent in a sound management program and the 'magic' that occurs when those vested share the same vision and work together. The best centers have both and the goal of today's presentation is to highlight ideas so you can achieve that measure of success



- You Must *Objectively* Evaluate and Understand *Your* ASC – Perform a Diagnostic Assessment, Assume Nothing and let go of Preconceived Ideas.
- You do not run a Surgery Center off a spreadsheet, but the numbers will tell you where to look.



I. Financial Analysis – it tells you where to look

- i. Use Benchmark Information
- ii. Critical Management Factors
 1. Supply Cost per Case,
 2. Hours worked per Patient,
 3. A/R Days etc.
- iii. Income Statement: Line Item expense benchmarking
- iv. Statement of Cash Flows: Does the cash flow tie to the accrual? Cash variance?
- v. Balance Sheet - Debt Analysis, Equity (skin in the game?), Liabilities



II. Building your House - Ensuring Effective Operating Systems:

- a) Do you have a System? The Four Cornerstones:
 - i) Patient Care
 - ii) Enterprise Risk Management
 - iii) Managed Care/Payer Contracting
 - iv) Business Office
- b) Who are the Walls?
 - i) Staff
 - ii) Surgeons
 - iii) Anesthesia
 - iv) Managers
- c) The Roof: Leadership
 - i) Board of Managers, Medical Director and Administrator
 - ii) The Best Leaders have:
 - (1) Vision - getting a group accustomed to underperforming to buy into the vision.
 - (2) Communication Skills
 - (3) People Skills
 - (4) Character
 - (5) Competence
 - (6) A Serving Heart
 - iii) Creating a Winning Culture - Achieving Buy In
 - (1) Staff and Surgeon Buy-In
 - (2) Anesthesia
 - (3) Staffing Assessment
 - iv) Key Pitfalls for Managers: Disney Princesses, Queens, and Kings



III. New Program Development

- a. Determine what your ASC does well and how it can improve
- b. Areas of growth are Joints (Ortho), Spine, and Cardiovascular
- c. Patient Care Analysis, Preparation and Safety is critical
- d. Understand your Cost to include disposables, equipment and service agreements to ensure the new program is justified.
- e. Payer Contracting is Key – discussing with the payers and negotiate carve outs, explain the disparity between hospital and ASC reimbursement and show why this is in their favor – create a win/win scenario



III. Recruiting

- a. Physician to Physician
- b. Networking In the Community
- c. Compliance and Development - Getting to Yes
 - i. Why your center
 - ii. Make them feel Valued
 - iii. Make it hard to say No





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The First Comprehensive Book on ASCs

A systematic approach for surgery center development and management. Written by professionals who have operated successful centers across the U.S. since the mid-1980s. Based on their knowledge, practices and systems, all proven in the field and continuously refined to meet the challenges of health care.

Insightful, practical, entertaining.

Expand your understanding of ASC operations—whether you're new or a veteran in the game, a student or teacher.

Focuses on the 4 Cornerstones of ASC Operations:

- **Patient care**
- **Business office**
- **Risk management**
- **Payer contracting & revenue**

By Joseph S. Zasa and Robert J. Zasa, founders and managing partners of ASD Management, and members of their team of experts. With contributions from revered experts in the field: Scott Becker JD, Amber Walsh JD, Ken Siep, Aaron Murski, Joe Baugh, Randy Bishop, Durr Boyles, Steven Dobias, Steve Sorey, Dr. TK Miller, Dr. John Fitz, Dr. Michael Latham and Dr. Alan Valadie.

