

## Outpatient Strategies in a Competitive Market

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## Hospital CEO Resources

- MD employees
  - Primary care MDs
  - High Volume Surgeons
  - Alpha surgeons
- Innovative technologies
  - LensX
  - Image guided surgery
- Marketing
- Low cost facilities to define market service area, e.g. OH Health
- Freestanding ASCs
- Hospital owned payer plans and ACOs

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## ASC helps secure the best surgeons

- Attracts the carnivores
- “Eat what you kill” mentality
- Strong financial incentives

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### ASC helps create loyalty

- Entrepreneurial opportunity
- Introduce them to the benefits of a hospital
- Introduced to surgical efficiencies resulting in a growth in the surgeon's practice.

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### Advantages of the ASC to the Surgeons you hope to attract

- No emergency cases to disrupt schedule
- No elective cases at 10pm
- Fast turnaround time
- Less institutional feel for patients
- More convenient
- Lower infection rates
- More economical for patients
- Financial benefit to hospital

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### Why do hospitals find owning ASCs attractive?

- Capacity problems relieved
- Part of ACO strategy
- Profit center
- Recruit valued surgeons away from competitor
- Retain high value surgeons
- Increase market share
- Expand service area
- Low cost and high quality care to support at risk insurance plans

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### Role of Joint Venture Partner

- Manage the ASC
- Effective recruiters
- Objective third party
- Provides structure

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### An ASC Opens Options

- Buyout after goals for hospital achieved – 2.0 multiple when converted to a HOPD
- Take the ASC off the table; ASC=low cost chip
- Cut off market areas to a competitor

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