



# Building the Ambulatory Platform for Success

## Strategy and Implementation at Centura Health

Wednesday, April 19<sup>th</sup>

# Introductions



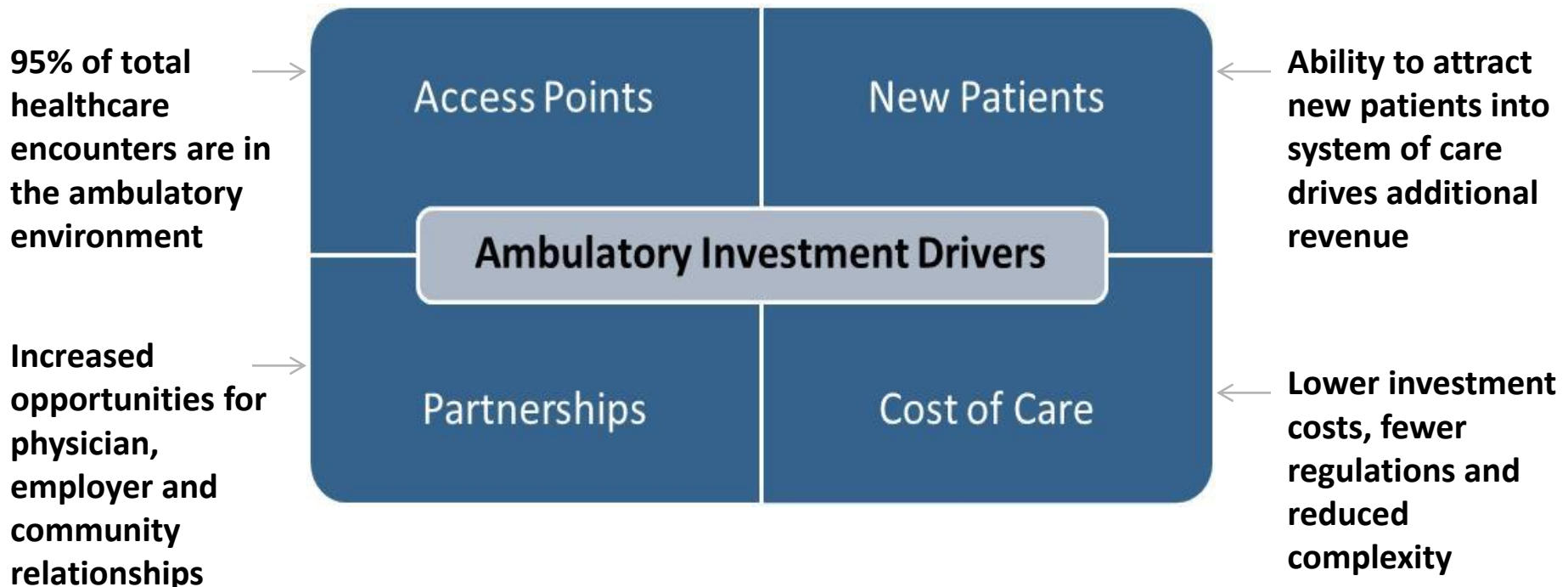
**Kevin Jenkins**  
**VP Operations**  
**Centura Health**



**Kate Lovrien**  
**Principal**  
**Health System Advisors**

# Building the Ambulatory Enterprise

The rationale for ambulatory investments has shifted from not only “feeding the hospital” to taking on new roles for the health system



# Building the Ambulatory Enterprise

Thus, the standards for ambulatory must change and differ from those applied in traditional hospital environments

1. Change the leadership and organizational structure for ambulatory
2. Design fast, efficient and retail processes focused around the consumer
3. Learn to live on market based pricing not hospital based pricing
4. Use the appropriate financial and consumer metrics to judge progress and success
5. Move quickly. Other systems and new entrants have entered your market

# Lessons Learned From Centura Health

and how Centura Health built their ambulatory enterprise....  
what would they do again and what would they do differently?



**17**  
Hospitals/  
**12**  
Affiliates/  
**21,000**  
Employees



**284,762**  
Attributed  
Lives



**\$3.1B**  
Net  
Operating  
Revenue



**6000**  
Physician  
Partners/  
**100+**  
Physician  
Practices

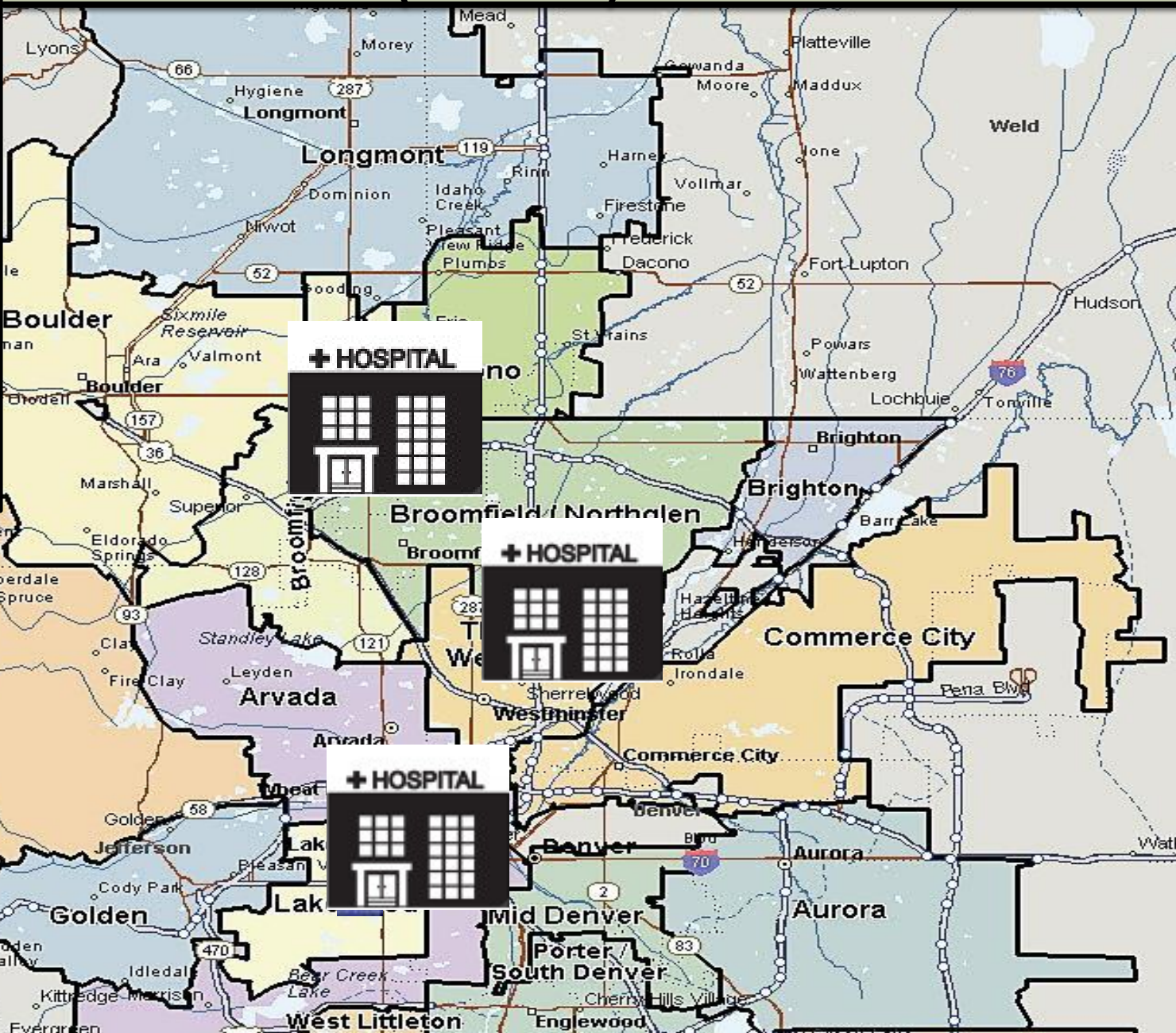
# Mountains and North Denver Operating Group (MNDOG) – 2011



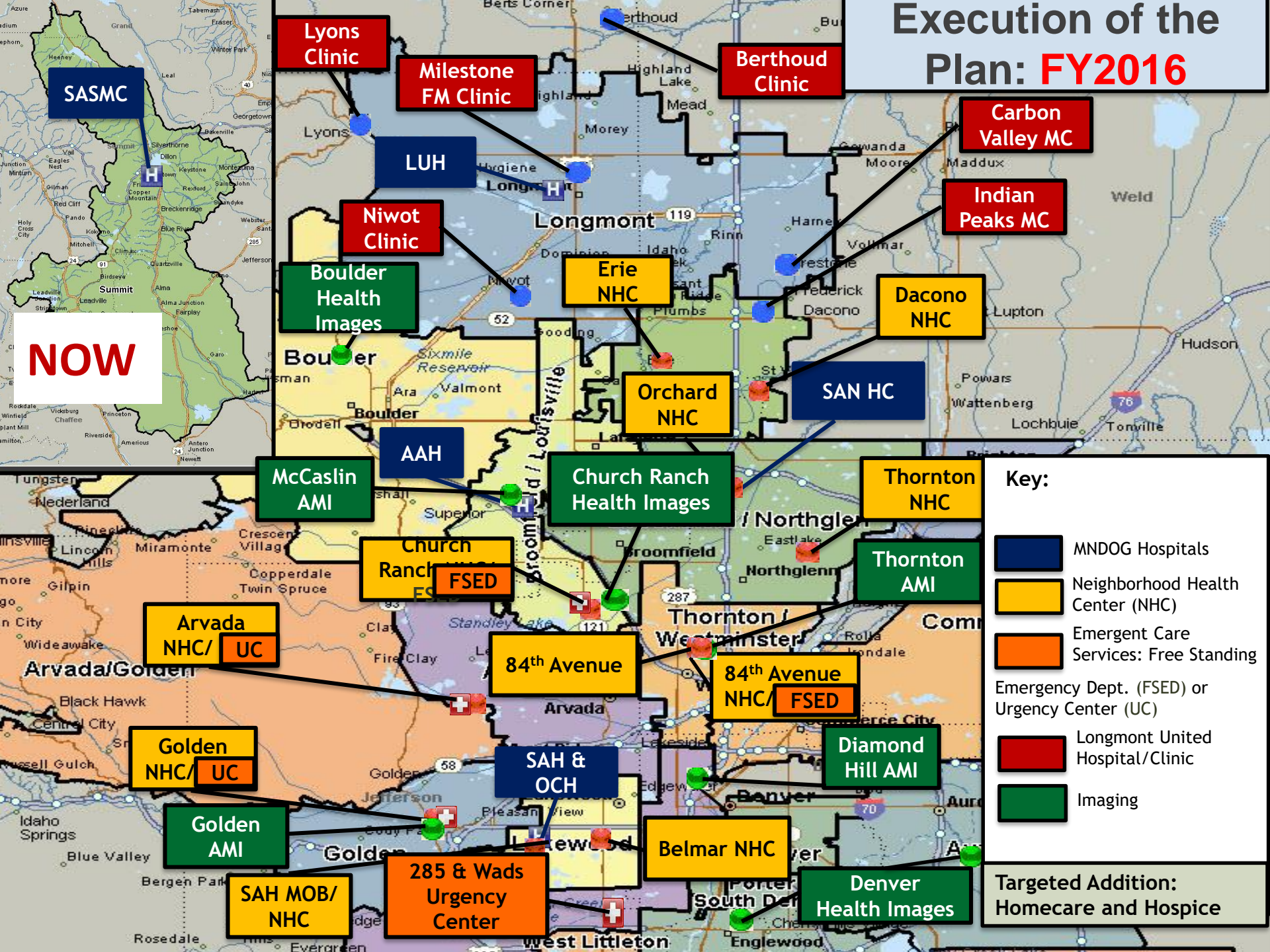
**+ HOSPITAL**



**THEN**



# Execution of the Plan: **FY2016**



SASMC

Lyons Clinic

Milestone FM Clinic

Berthoud Clinic

Carbon Valley MC

LUH

Indian Peaks MC

Niwot Clinic

Longmont

Erie NHC

Dacono NHC

Boulder Health Images

Orchard NHC

SAN HC

NOW

McCaslin AMI

AAH

Church Ranch Health Images

Thornton NHC

Key:

MNDOG Hospitals

Neighborhood Health Center (NHC)

Emergency Care Services: Free Standing

Emergency Dept. (FSED) or Urgency Center (UC)

Longmont United Hospital/Clinic

Imaging

Targeted Addition: Homecare and Hospice

Arvada NHC/UC

Church Ranch FSED

Thornton AMI

Golden NHC/UC

84th Avenue

84th Avenue NHC/FSED

Golden AMI

SAH & OCH

Diamond Hill AMI

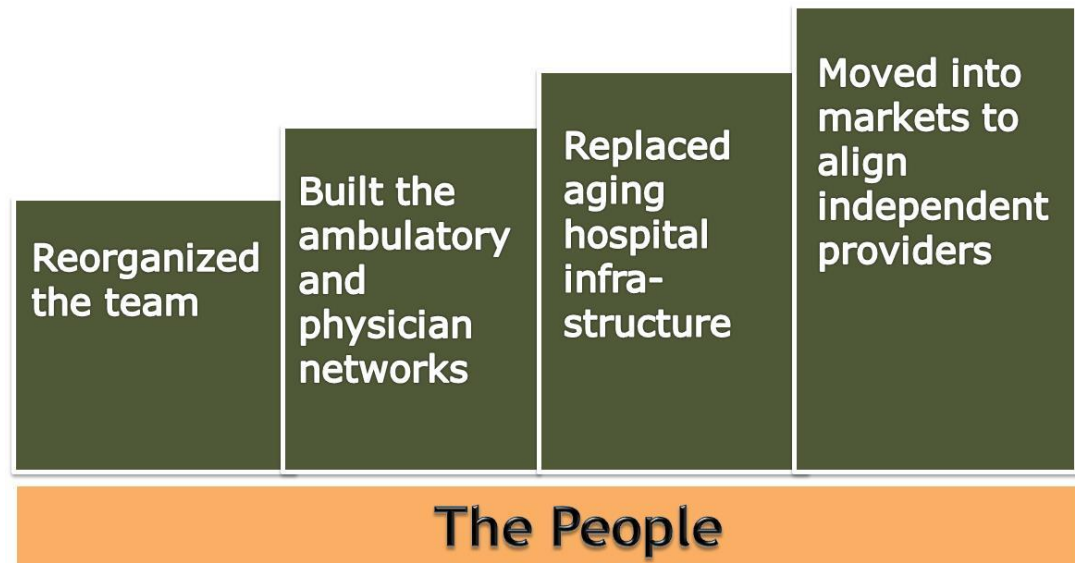
SAH MOB/NHC

285 & Wads Urgency Center

Belmar NHC

Denver Health Images

# How? A Clear Strategic Plan and a Strong Culture





# How? A Structured Approach to Development

- **100+** primary care providers added to the clinically integrated network and strategically placed in key travel corridors
- Ambulatory Network:
  - 6** FSEDs/UCs
  - 16** Neighborhood Health Centers



# How? Detailed Ambulatory Network Guiding Principles

1. Internally and externally **customer centric**
2. Support value by eliminating waste and creating **efficiency**
3. Design (space, technology, process, culture and branding) for the **future**
4. Care Team network communication and collaboration **across the continuum**
5. **Total care** (mind, body and spirit) integrated with the communities we serve

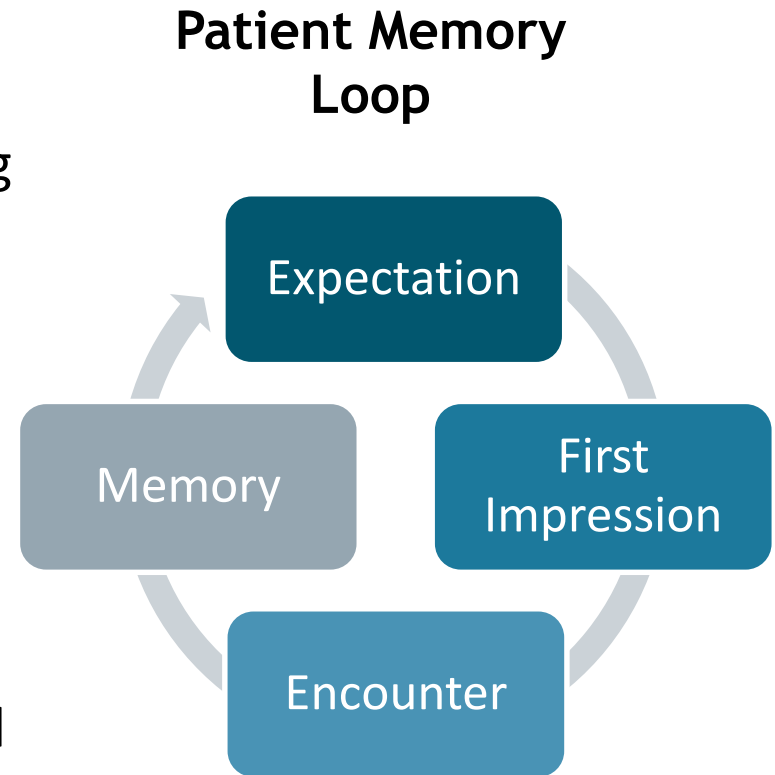
# How? Planning for Experiences

**Expectation:** Evolves over time; based on what you and others have told me, or my experiences, it is my belief that something will happen or continue to occur in the future

**First Impression:** What I see when I first arrive, parking, who and how greeted

**Encounter:** Care given and interactions with care team

**Memory:** Established from the completed experience

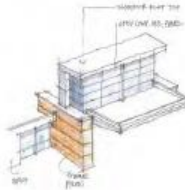


# How? Templated Ambulatory Playbook

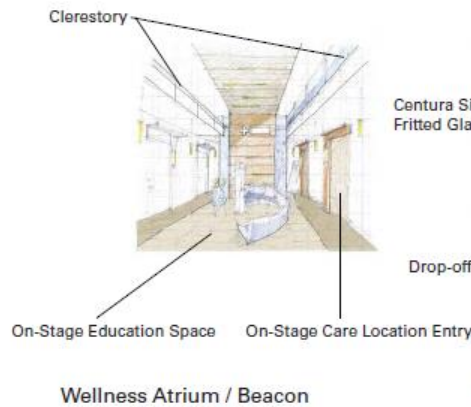
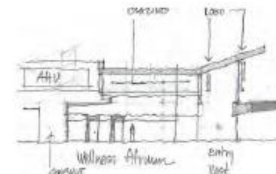
CO  
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## CENTURA TYPICAL EXTERIOR IMAGERY

BEACON IDENTITY CONCEPT IMAGE



BEACON IDENTITY CONCEPT SECTION



6

# Results

1. Metrics **specific** for the ambulatory enterprise
2. New **ambulatory leadership structure**
3. Alignment with **independent providers** in the region
4. Updated **consumer based pricing**

## Results

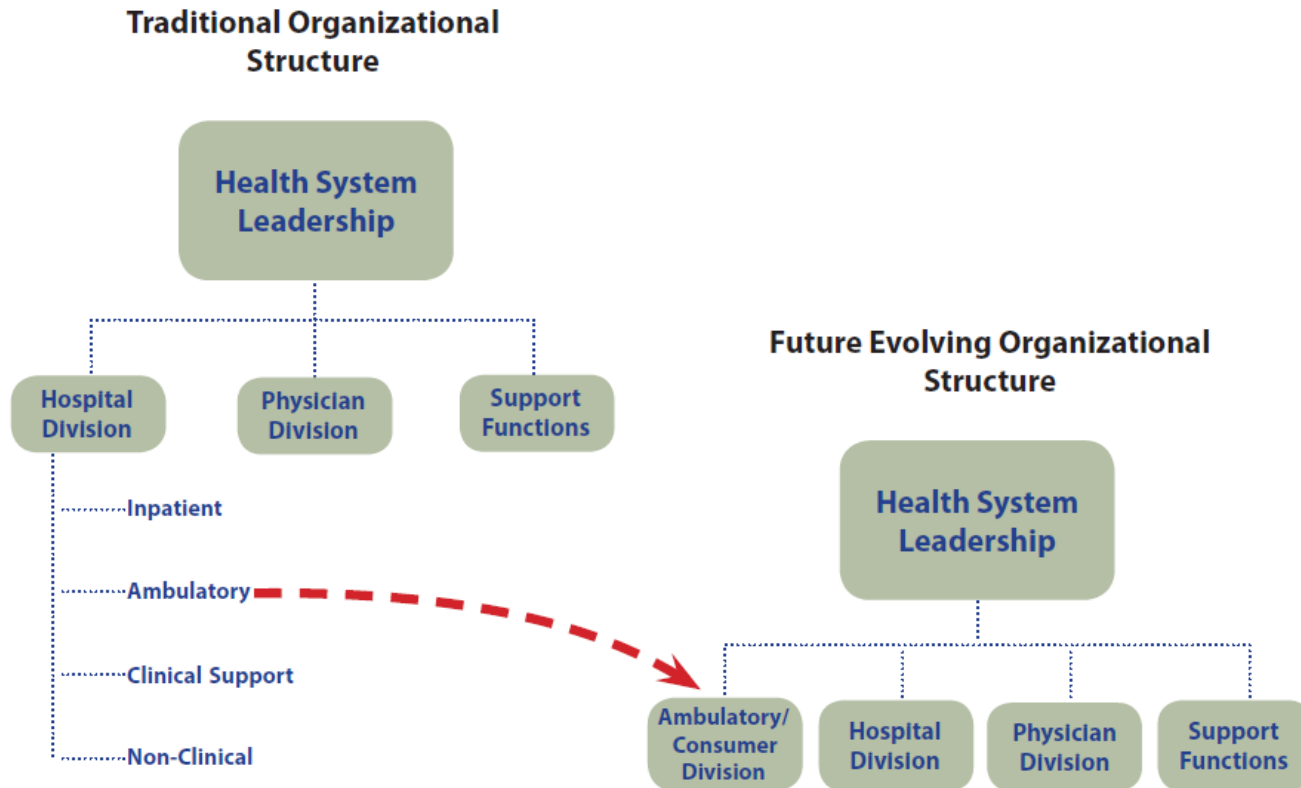
**9.5%** **GROWTH:** Increased clinic visits

**19%** **EBITDA:** Improved budgeted performance

**99%** **PATIENT SATISFACTION:** Achieved top quartile

**100%** **UNIQUE PATIENTS:** Doubled the number of new patients in the system

# Results: Dedicated Ambulatory Leadership Teams



## Results: Alignment with Independents

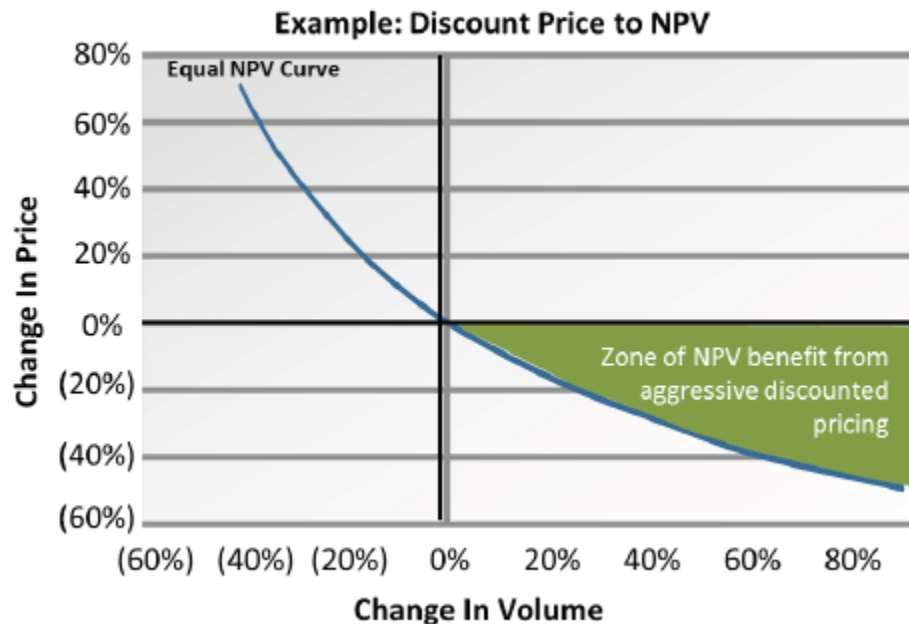
Moved into markets to the north and west to encourage independents and the community to support Centura Health

- Community providers aligned through Colorado Health Neighborhoods (CHN)
- Longmont United joined Centura Health in late 2014
- City partnerships developed to build health and wellness services for the community



# Results: Consumer-Based Pricing Model

Transitioned commodity ambulatory services to market-based pricing, including diagnostics, imaging, lab and select procedural services



# Key Takeaways

## Implement Effectively:

- > Have clearly **ARTICULATED STRATEGIC GOALS**
  - Its about the end goal not the tactics
  
- > Build a **UNIFIED TEAM** of people
  - It takes a lot of people to manage large-scale ambulatory, physician, and hospital projects

# Key Takeaways

## Implement Effectively:

- > **PARTNERSHIPS** and **COMMUNITY** drive the success
- > **AUTHORITY** to adjust and **RESPONSIBILITY** to deliver
  - Initially envisioned plans never seem to work and there must be authority to adjust the tactics to achieve the strategic goals
- > Create **CLEAR** and **AGGRESSIVE TIMELINES**
  - You can't accomplish more if you aim for less

# Questions?