

BSSFHS Ortho Service Line

Vision for Present & Future Success

May 11, 2013

William E. Munley
Vice President of Orthopedics & Professional Services



...About Us

- Bon Secours operates 18 acute-care hospitals, 1 psychiatric hospital, 5 nursing care facilities, five assisted living facilities, and 15 home care and hospice programs in 7 states.



...About Us

- St. Francis downtown**
 - 10 IP operating suites / 8 OP operating suites
 - 202 Acute care beds
 - 19 Inpatient Rehab Beds
 - 27 ICU / CCU / CVICU
 - 248 Total Beds**
- St. Francis eastside**
 - 8 operating suites
 - 52 acute care beds
 - 35 LDRP
 - 6 ICU Beds
 - 93 Total Beds**





St. Francis Ortho Vision Team

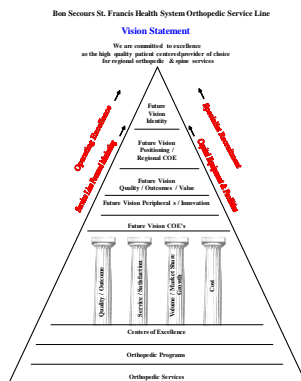
- Dan Duggan, COO
- Ann Farr, Director of Orthopedic Unit
- Teri Ficichy, CNO
- Pat Fowler, VP of Surgical Services
- Somer Lorenz, Administrative Director of Marketing
- Amy Malcomb, Ortho Program Manager
- Bill Munley, VP of Orthopedics & Professional Services
- Sara Nicholson, Director of Bon Secours Medical Group
- Teresa Woodard, Administrative Director of Rehab & Sports Medicine



Special Thanks to Medical Directors...

- Outpatient Orthopedics & Sports Medicine
- Spine Care Center
- Orthopedic Service Line
- Chairman of Orthopedic Committee
- Osteoporotic Fracture Center
- Shoulder Program
- Joint Camp





Orthopedic Services

- Majority of hospitals in the country (about 50%) do not have formalized orthopedic programs.
- They deliver services and perform procedures only.
- We have a few services like this which we would like to take the next level (Foot & Ankle, Hand, Shoulder Replacement).

Orthopedic Programs

- Another 25% of Hospitals delivering orthopedic service have organized programs.
- No formal programs before 2004 at St Francis.
- We have initiated components of an Osteoporosis Program complete with Bone Health Navigator.

Centers of Excellence

- Fewer still (20% - 25%) have developed Centers of Excellence or are able to go to the next level
- We developed Center's of Excellence in Joint Replacement (Joint Camp 2004), Hip Fracture (Osteoporotic Fracture Center 2007), Sports Medicine (2008), and Spine Care Center (2010), Hand Program (2012)
- **Center of Excellence Differentiation** 🏆



Centers of Excellence

We have differentiated our COEs through:

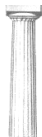
1. **Joint Camp & Spine Care Center:** Prehab/Preassessment; Dedicated Units; Standardized Order/Care Maps; Direct Admissions into Rooms; Coach Program; Newsletters; Rise & Shine; Primary Care Success Story Letter; Patient Reunions; Flip-Flop ORs for High Volume Surgeons; Spine Triage Center; Program Managers/Navigators
2. **OFC:** Dedicated Beds; OFC Coordinator; Standardized Order/Caremaps; Hospitalist Admissions; Reserved OR Times to Meet <24 Hours to Surgery; Follow-up Care into SNFs & IRCs; Patient Education; Outcomes Measures
3. **Sports Medicine:** HURT Line Triage & Concierge Service; Concentration on Baby Boomers & Weekend Warriors; Community Based ATCs; Multiple Community Sponsorships; Marketing Diversity



Service Line Pillars (central to future vision for orthopedics)

Quality/Outcomes:

- Premier top 10% Joint Replacement Quality and Cost
- Delta Care Chex top 5% for Overall Orthopedic Surgery
- BCBS Preferred Distinction Center+ for Quality and Cost for Joint Replacement Surgery
- BCBS Preferred Distinction Center+ for Quality and Cost for Spine Surgery
- Aetna Institutes of Quality (IOQ) for Joint Replacement & Spine Surgery
- United Healthcare Specialty Center Designation for Joint Replacement & Spine Surgery
- Sg2 National Best Practice for Fracture Care
- Synthes Corporation Preferred Show Site for Fracture Care



Service Line Pillars (central to future vision for orthopedics)

HealthGrades

- 5 Star in Hip Replacement
- 5 Star in Knee Replacement 11 years in a row
- 5 Star in Joint Replacements 11 years in a row
- Top 5% of the Country for Joint Replacement (2011-2013)
- #1 for Joint Replacement in South Carolina (2011)
- Service Excellence Award for Joint Replacement (2011-2013)
- Top 100 Hospitals Nationally for Joint Replacement (2012)



Service Line Pillars (central to future vision for orthopedics)

- 5 Star in Hip Fracture Repair
- Top 5% of the Country for Overall Orthopedics (2013)
- Service Excellence Award for Overall Orthopedics (2013)
- #1 for Overall Orthopedics in South Carolina (2012-2013)
- Top 100 Hospitals Nationally for Overall Orthopedic Surgery (2012-2013)



Dashboard

QUALITY

- Mortality • Infections • Readmission Rate • PE • DVT • Dural Tears • Patient Falls • CMS Indicators • Clinical Pathway Usage • Maintain Independent Living • Time between ER Arrival to Surgery in < 12 hrs. & < 24 hrs. • Time b/w ER Arrival to Floor < 4.5 hrs. • Patient Satisfaction
- Complications: Delirium, Ileus, Pneumonia, Renal Failure, Respiratory Failure, UTI

SERVICE

- On-time starts for 1st case • Turnover time • Surgery Block Utilization

OUTCOMES

- Pain level • Functional level • Return to Work • Return to Former Activities

FINANCIAL

- Implant Cost • Total Cost • Volume • LOS

MISC.

- Seminars / Screenings



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Service Line Pillars

(central to future vision for orthopedics)

Service & Satisfaction have been outstanding:

- 99th percentile for Orthopedist Satisfaction
- 4.78/5.00 Gallup Patient Satisfaction 3rd Floor Ortho SFE
- 4.73/5.00 Gallup Patient Satisfaction 7th Floor Ortho/Spine SFD
- 3.76/4.00 HCAHPS Patient Satisfaction 3rd Floor Ortho SFE \$
- 3.72/4.00 HCAHPS Patient Satisfaction 7th Floor Ortho/Spine SFD \$
- 4.76/5.00 Gallup Employee Engagement
- Called to Serve



Service Line Pillars

(central to future vision for orthopedics)

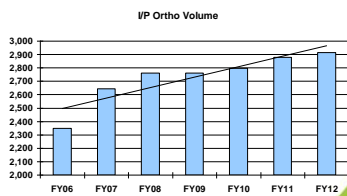
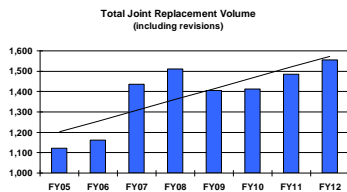
Volume/Market Share Growth:

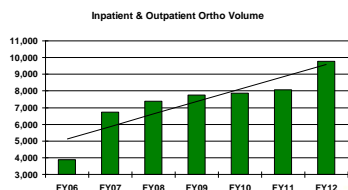
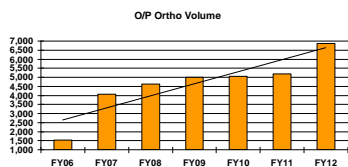
- Over 1,700 more surgeries in 2012 versus 2011
- Most Joint Replacements and Shoulder Replacements performed in South Carolina
- Budgeted for over 10,000 orthopedic surgical procedures in FY13.

Market Share:

- 40% Spine Care
- 45% Hip Fx. Care
- 51% Outpatient Ortho (knee, shoulder)
- 65% Joint Replacement







Service Line Pillars

(central to future vision for orthopedics)

Cost:

- Lowest implant costs in BSHSI
- Lowest cost MS-DRGs in the Upstate as per American Hospital Directory



Comparative Data for Medicare Patients Total Joint Replacement and Joint Revisions

MS-DRGs 469, 470: Major Joint Replacement or Reattachment of Lower Extremity w/MCC and w/o MCC

Hospital	Medicare Inpatients	ALOS	Average Charges	Average Payment	Average Cost
St. Francis	718	3.4	\$51,284	\$11,492	\$13,587
Spartanburg Regional	335	5.1	\$48,966	\$14,257	\$15,673
Patewood Memorial Hospital	247	2.9	\$40,525	\$11,154	\$16,927
Self Regional	242	3.8	\$56,863	\$14,082	\$19,375
AnMed	224	5.1	\$75,421	\$13,608	\$36,559
Greenville Memorial Hospital	73	6.4	\$53,012	\$16,984	\$34,864
Hillcrest Hospital	57	3.8	\$50,183	\$13,172	\$31,095
Village at Pelham	26	3.9	\$42,880	\$10,112	\$42,125

MS-DRGs 466, 467, 468: Revision of Hip or Knee Replacement w/CC, w/MCC, and w/o CC/MCC

Hospital	Medicare Inpatients	ALOS	Average Charges	Average Payment	Average Cost
Spartanburg Regional	49	5.6	\$67,283	\$16,761	\$24,071
St. Francis	36	3.8	\$68,362	\$16,377	\$22,270
Patewood Memorial Hospital	16	3.4	\$55,442	\$14,058	\$22,290

Source: American Hospital Directory

Data is for Medicare inpatients only- year ending 9/30/09



Future Vision Centers of Excellence

- Foot & Ankle
- Hand
- Osteoporosis 🗝️
- Shoulder Replacement



Future Vision for Peripherals/Innovation

- SC MedTransTech Program (Clemson Biomedical Engineering Research)
- Latest Technology
 - New cervical cages
 - Patient specific knees
 - Patient specific hips
 - Ankle replacements



Future Vision Quality/Outcomes

- Quality / Outcomes / Value will be the "Tip of the Spear" for differentiation 🗝️
- Quality / Outcomes / Value will be the future of orthopedic marketing and steerage 🗝️
- Mid-Level Practitioner in Preassessment for Joint Replacement and Spine
- Potential Outcomes Tracking: 🗝️
 - SF 12, Lower Extremity Functional Scale, DASH, Oswestry, inpatient outcomes tool
 - OBERD or similar tool for outpatient orthopedic surgery
 - Create outcomes measures, track, and publish



Future Vision / Positioning for Regional Center of Excellence

- Aetna, BCBS & United HealthCare Centers of Distinction
- Bundling
- Episodic Care
- ACOs
- Industry
- Workers Comp
- Preferred Insurance Sites
- Surgical Tourism (i.e. Bridge Health)



Future Vision Identity

- Umbrella Identity/Co-branding
- Tie in all of Orthopedics & Spine with a unified front
- Create overall orthopedic identity without losing the identity of individual subspecialties/COE's



Subspecialist Recruitment

- Dr. Marc Tanner -- Hand (FY 2012)
- Hand Center (FY 2012)
- Dr. Shea Koch -- Sports Medicine (FY 2013)
- Possible Joint Replacement Surgeon (FY 2014)
- Other Needs



Operating Excellence

- Investigate and maintain new government regulations/coding
- Prepare operationally for new reimbursement strategies
- Maintain & improve efficiencies (on-time starts, turnover time, etc.)
- Improve consistency, ability, experience and training with OR staff and possibly Anesthesia/Hospitalists
- Site visits to other premier programs



Operating Excellence

- Concentrate on patient-centered coordination of care 🗝️
- Concentrate on transition of care to next level
- Continued task force meetings
- Program element upgrades, protocol updates, continued differentiation
- Maintain and further develop dashboards and benchmarks (re-admission rates, quality, return to community, return to work, pain levels, return the functional activities, etc.)



Service Line Focused Marketing

- Identified as having one of the most comprehensive and diversified orthopedic marketing 🗝️ plans by Innovator's Studio (Chicago 2010)
- Current & future strategies



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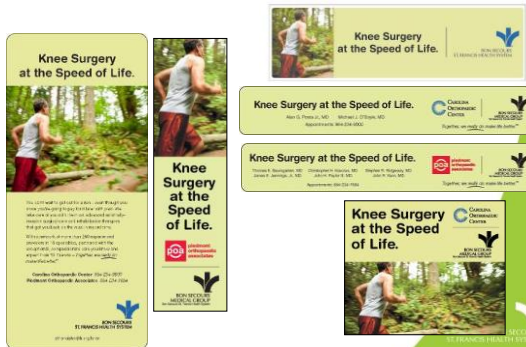
- Bi-Monthly at St. Francis Eastside / Classroom 301
- Participation in Community Events
- Arthritis Foundation Hip & Knee Pain Seminar
Dr. Ridgeway – Oct. 25, 2012 at Millennium



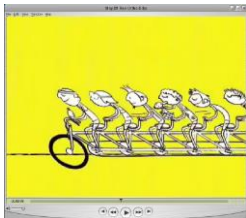
Billboard Ad



Speed of Life Campaign



Commercial



Commercial



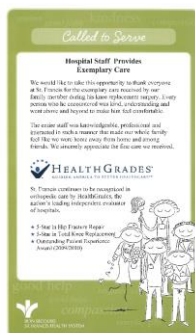
Radio



Patient Testimonials









LUNCH & LEARN

Learn to become a more confident speaker at a special lunch and learn session highlighting the most current information and technology. These sessions are designed to give you both resources and time to practice skills in your specialty.

Exercise as Medicine
 Don't forget the benefits of exercise. It's not just about staying healthy, it's about staying strong. Learn how to use exercise as a tool to improve your health and well-being. Join us for a special session on exercise as medicine.

Keep Spring in Your Step
 With spring in the air, it's time to get out there. Learn how to use the season to your advantage. Join us for a special session on keeping spring in your step.

Yoga for Osteoporosis
 St. Francis Health System is proud to offer a special session on yoga for osteoporosis. Join us for a special session on yoga for osteoporosis.

St. Francis Health System
 1001 N. 1st St.
 Milwaukee, WI 53211

ADVANTAGE

Call 800-255-2222 or email info@stfrancis.org for more information.

Near Future

- Video Bios
- Bridge Health
- Joint Commission DSC Accreditation
- O.R. Live Knee Replacement Surgery

Sports Medicine

St. Francis Sports Medicine

Sports Injury? Call 675-HURT

BON SECOURS ST. FRANCIS HEALTH SYSTEM

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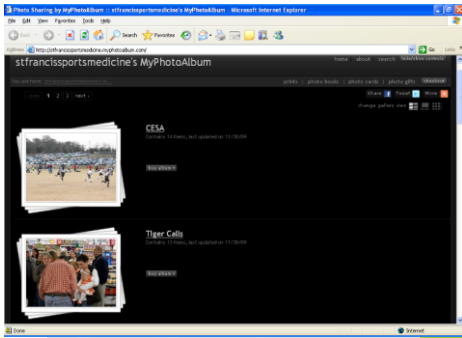
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BON SECOURS ST. FRANCIS HEALTH SYSTEM









Spine Care Center



Spine Triage Center 🗝️

- Primary Care
Musculoskeletal Physician
- PCP/Network Referral
- RN Spine Navigator
- Specialty Network

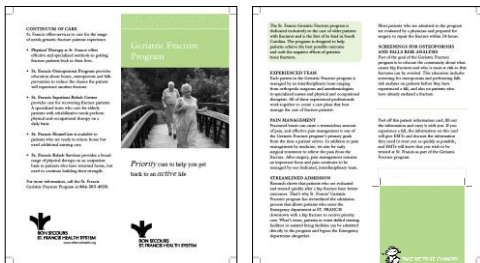


Tina Redenz, RN
Spine Navigator



BON MEDICUS
ST FRANCIS HEALTH SYSTEM

“Take me to St. Francis” Brochure



BON MEDICUS
ST FRANCIS HEALTH SYSTEM



BON MEDICUS
ST FRANCIS HEALTH SYSTEM

The Word is Out

- [WSPA](#) (News 7) Feature Story (1/07)
- [Greenville News](#) article, "Fracture Care Takes Whole New Approach: Hip Treatment Stepped Up to Get Patients on Feet Sooner" (1/07)
- Speaking Engagements with LifeWise, Nursing Homes, and Assisted Living Facilities
- [Charter Channel 10](#) All About Seniors TV Show (12/08)
- [Greenville News](#) article, "Hip Repairs Make Strides" (5/09)



Future Marketing

- The key is a combined effort marketing the overall identity/co-branding while not losing the current marketing strategies of the individual centers of excellence
- Communicate the quality accolades, differentiators, outcomes, and value to: 🍌
 1. The public
 2. Business community
 3. Third-party insurers
 4. BSMG & other physicians
- Emphasize Regional Presence



Capital Equipment & Facilities

- Recent purchases of OR monitors, mini C-arm, large & small bone power equipment, scopes & towers, etc.
- Plan for future OR sizes large enough to be flexible to keep up with changing technology (Project Prosperity)
- Flexibility to continually upgrade to state-of-the-art equipment/facilities
- Assess the feasibility of orthopedic consolidation in the future



The Experts Say...

Sg2 -- Marshall Steele & Associates -- HealthGrades -- Premier

"Most hospitals that have orthopedic services dream to be where St. Francis is at this point."

"The vision of most orthopedic hospital programs is to become where St. Francis is now."

"St. Francis is at the top and is one of the best programs in the country."

"The Future Vision for the Orthopedics & Spine Service Line at St. Francis is one of the most clear, concise visions we have ever seen."



Vision in a Nutshell

- Maintain and seek continuous operational improvement in our current COE programs: Joint Camp; OFC; Spine Care Center; Sports Medicine
- Manage current and future programs and services around the four service line pillars:
Quality/Outcomes; Service/Satisfaction; Volume/Market Share
Growth; and Cost
- Develop future COE programs in Foot & Ankle, Hand, Osteoporosis, and Shoulder Replacement
- Implement outcome measures in both inpatient and outpatient Orthopedics & Spine with continued focus on quality improvement



Vision in a Nutshell

- Focus efforts around Patient Centered Coordination of Care and Transition of Care
- Package our product to become preferred provider (Bundling, Episodic Care, ACOs, Industry, Centers of Distinction, Preferred Insurance Sites, and Surgical Tourism)
- Create Overall Umbrella Identity and Co-branding
- Market new identity and co-branding utilizing a unified strategy while maintaining marketing for individuals subspecialties. Quality, Outcomes, Differentiation & Value are the "tip of the spear."
- Assess the feasibility of consolidating Orthopedic and Spine services in the future



Thank you for your attention.

*William E. Munley
Vice President of Orthopedics & Professional Services
Bon Secours St. Francis Health System
Bill_Munley@bshsi.org
864-449-3386*