

# Clinical practices are key in driving service line strategy

Ensuring these practices are productive, delivering high-value care, optimizing revenue and satisfying staff

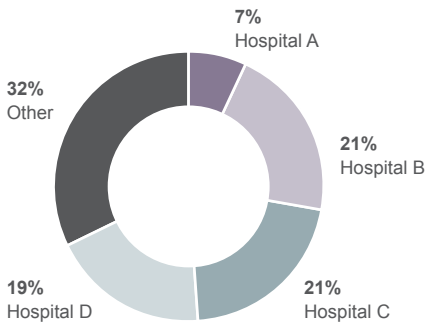
## Case study: How an academic system optimized its faculty practice to grow its spine market share

What is your market share?

### Inpatient market share by health system

DRG 460: spinal fusion except cervical without major complications or comorbidities

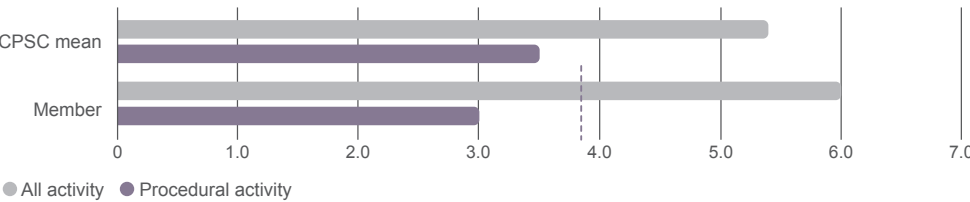
Primary, secondary and tertiary markets; calendar year 2017



What proportion of provider time is spent in surgical versus nonsurgical care?

The proportion of surgical conversions is less than the CPSC mean. Is this appropriate for your population?

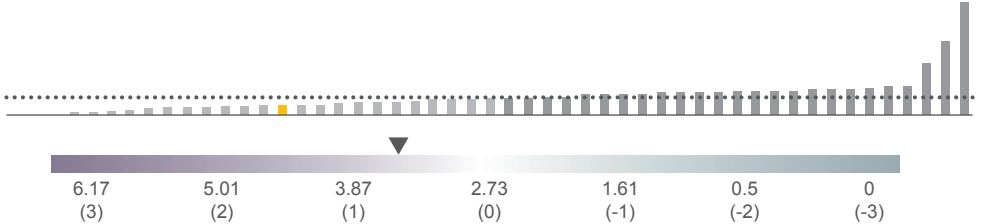
Patients per physician per day



What are your orthopedic readmission follow-up and readmission rates?

| Returns within seven days post-outpatient procedure; (three submetrics); unit: percentage | 36.63 of 25.00% | 2.39 of 25.00% | 2.10 of 25.00% |
|---|-----------------|----------------|----------------|
| Post-orthopedic outpatient procedures   | 3.12 (0.26)     | 3.16 (0.31)    | 3.39 (0.58)    |

Numerator = 235; Denominator = 6,935

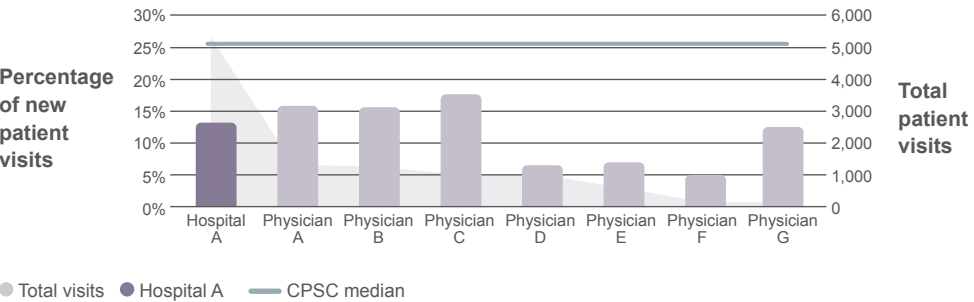


... Vizient median: 3.39%

How many physicians do you have to serve this market?

### Service line headcount

| Specialty                 | Hospital A | Mean | 25th | Median | 75th |
|---------------------------|------------|------|------|--------|------|
| Orthopedic surgery: spine | 7          | 4.8  | 3.0  | 3.5    | 6.3  |



● Total visits ● Hospital A — CPSC median

Abbreviation: CPSC = Clinical Practice Solutions Center; Source: June 2018–May 2019

While some rounding is needed, with these lower-acuity surgeries, is there an opportunity to involve hospitalists to free up surgical provider time to bring in more new patients and surgeries?

Data demonstrates that the member's surgical patient acuity is about 21% lower when compared with their peers

| Department                | Member wRVU per procedure | CPSC benchmark wRVU per procedure | RVUs per procedure demonstrate 21% lower acuity |
|---------------------------|---------------------------|-----------------------------------|---|
| Orthopedic surgery: spine | 7.3                       | 9.4                               |   |

And they are spending three times more time on the inpatient setting when compared to peers

| Services              | Member average | CPSC average | Three times more inpatient activity |
|-----------------------|----------------|--------------|-------------------------------------|
| Inpatient coding RVUs | 732.7          | 261.6        |                                     |

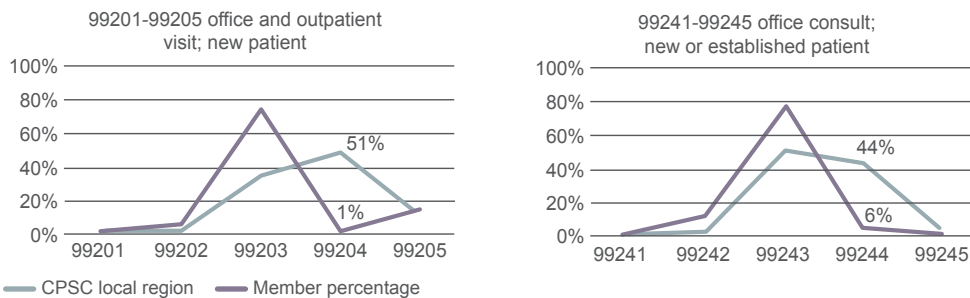
Are new patients getting into your practice within a reasonable time frame, or going elsewhere as a result?

34.6%

The percentage of new patients seen within 10 days of making an appointment for spine

| Benchmark (n = 31) | Value |
|--------------------|-------|
| 25th percentile    | 33.4% |
| 50th percentile    | 38.5% |
| 75th percentile    | 51.1% |
| 90th percentile    | 61.2% |

How does the acuity of new patients compare to existing patients?



Where are your patients coming from?

### Top New Patient Visit Zip Codes by Department

| # | Zip Code | % New Patient Visits | # of New Patients | # of Total Patients |
|---|----------|----------------------|-------------------|---------------------|
| 1 | 60050    | 38%                  | 6938              | 18129               |
| 2 | 60657    | 41%                  | 6591              | 16055               |
| 3 | 45069    | 14%                  | 4726              | 32995               |
| 4 | 45011    | 14%                  | 3519              | 24373               |
| 5 | 45040    | 14%                  | 3177              | 22786               |
| 6 | 45044    | 16%                  | 2817              | 17867               |
| 7 | 45231    | 12%                  | 2057              | 17300               |
| 8 | 60516    | 37%                  | 2053              | 5496                |

Note: location has been altered to blind study

