

SCALE Case Study

ASC Management

Client Profile

Size
60 Providers
1 ASC

Services Deployed



Interim Leadership



Practice Level
Operations



Data Analytics



Strategic Planning
and Execution

Overview

- + SCALE was engaged by a 60+ provider group with an underperforming ASC
- + SCALE completed an evaluation and developed a turnaround plan

Findings

- + The ASC was losing \$1.2 million per year due to:
 - + Lacking necessary management leadership
 - + Insufficient, unstructured provider engagement strategy
 - + Various deficiencies in the day-to-day operations processes
 - + Insufficient actionable analytics
- + SCALE created a turnaround plan for the ASC, and was re-engaged by the client to execute the plan, including on-site interim management

Execution

SCALE provided on interim leadership as well as analytics and execution support focused on the 11 key workstreams developed in in phase one of the project.

- + SCALE created and employed substantial data analytics to support decision making focused on:
 - + Understanding systemic issues contributing to poor provider utilization
 - + Uncovering secondary issues contributing to poor performance
 - + Solving for known deficiencies in the running of the ASC

SCALE engaged providers and support staff to create win-win scenarios that drove cases to the client ASC from alternative sites.

- + Engagement focused on:
 - + Provider-focused problem solving
 - + Creating realistic goals for filling block time
 - + Regular communication including conducting dedicated weekly calls with 11 distinctive scheduling sites, measuring success and follow up with provider representatives when needed
 - + Improved Executive Committee engagement for follow up with member doctors
- + SCALE studied levers impacting spending for equipment/supplies, achieving improvement in:
 - + Product Selection and Pricing
 - + Vendor Competition
 - + Physician Education

Execution Timeline Highlights:

- + ASC reached 200 cases per month for first time in month 3
 - + ASC recorded first profitable month in Month 3
 - + ASC overcame unplanned departure of Anesthesia Provider in month 5
 - + ASC has clear understanding of volume, payor mix, and costs contributing to overall profitability
 - + 95% user participation in ASC by Month 3
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Results

- + SCALE-drive results after 5 months:
 - + 64% increase in case volume
 - + 67% increase in Revenue
 - + ASC turned to profit in month 3
- + Full time in house ASC Manager hired to start in month 7
- + Created substantial goodwill, provider engagement
- + Demonstrated that an underperforming ASC within a leading national MSO was course corrected with right plan of action and team
- + ASC poised to achieve long term success and further growth