

SCALE Case Study

ASC Development – Urology

Client Profile

Size
60 Providers
1 ASC

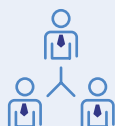
Location
PA

Specialty
Urology

Services Deployed



Interim Leadership



Practice Level Operations



Data Analytics



Strategic Planning and Execution

Overview

- + SCALE was engaged by a 60+ Provider Urology Group in greater Philadelphia.
- + SCALE provided an evaluation and turnaround plan in the Fall of 2021 of the Groups ASC.

Findings

- + The ASC lost \$1.2mn dollars in 2021 due to:
 - + Poor management
 - + Poor provider engagement
 - + Multiple deficiencies in the day-to-day Operations Processes
- + SCALE created a turnaround plan for the ASC, and was re-engaged by the client to execute the plan, including on-site interim management beginning in January of 2022
- + The goal of the plan was to turn the ASC to sustained profitability in 6 months

Execution

SCALE provided on-and-offsite ASC leadership focused on the execution of 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
 - + Creating on-site management structure that brought providers and ASC into business alignment
 - + 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, on course to break even for year by month 6
- + Full time ASC Manager hired to start in July
- + Created substantial goodwill, provider engagement
- + Demonstration to Parent Company that a center that was contemplated to close, could be saved with right plan of action and team
- + ASC poised to achieve long term success and further growth