

Hospital Initiatives Drive Growth in a Highly Competitive Market



Improved patient satisfaction and physician alignment help grow joint program

■ AT A GLANCE

- 227-bed, medical center and acute care facility
- Serves suburban communities in major metropolitan area
- Named one of the nations “100 Top Hospitals” by Truven
- Over 700 joint replacements per year

■ ISSUES

- Mature market with limited growth
- 32 hospitals competing for total joint replacement cases
- Cost and quality of care critical for differentiation

■ RESULTS

Increased joint replacement volume by over 23% in a mature market, generating nearly \$3 million in new revenue.

INTRODUCTION

The hospital is a full service, 227-bed medical center and acute care facility complete with a Level III Trauma Center. Located in a large metropolitan area in the Northeastern United States, the market is mature with significant competition from both community and city-based hospital networks.

The hospital owned 35% of the total joint replacement cases in its suburban market. A leading competitor with two hospitals in the area had a 37% share and 30 other hospitals located both in the suburbs and nearby city combined for the remaining 28%.

Hospital management enlisted Accelerero Health Partners to implement a plan to improve the efficiency and effectiveness of the joint replacement program. The goal was two pronged: to improve the quality and cost of care as a means to differentiate the hospital’s joint program and to grow volume within their service area.

SOLUTION

Goals of the project were to create a first-class patient experience, engage the surgeons and implement a strategic marketing plan to differentiate the joint program and grow volume.

Patient Experience

Accelero personnel worked in collaboration with the hospital to plan, implement, and communicate standardized care for joint replacement patients. With repeatable processes in place, hospital personnel became more proficient and their activities more predictable, resulting in more consistent pathways that were transparent to the patients.

Pre-admission testing and education set patient goals and expectations at the outset. Patients and hospital staff were required to work in unison to meet the goals. Improved communication throughout the process helped to alleviate patient uncertainty. With fewer surprises, patient satisfaction scores rose dramatically.

Physician Engagement

A group of surgeons that performed joint replacements at the hospital also owned an independent ambulatory service center (ASC). Accelero worked with the hospital to team with surgeons, supporting the surgeon-owned ASC providing the surgeons used the hospital and its network for the ancillary services. The result was not only a significant increase in diagnostics and rehabilitation, but better alignment with the physicians leading to a higher volume of inpatient surgeries.

Strategic Marketing

Once the internal processes were in place, Accelero worked with the hospital to implement a strategic marketing plan to build the hospital brand and reputation through community relations and a referral network.

SUMMARY

The combined efforts to improve care, efficiency and brand awareness, resulted in an increase of 23.7% or 186 new inpatient joint replacement surgeries over two years (FIGURE 1). During that time, the total number of inpatient joint replacement procedures in the primary service area declined (FIGURE 2).

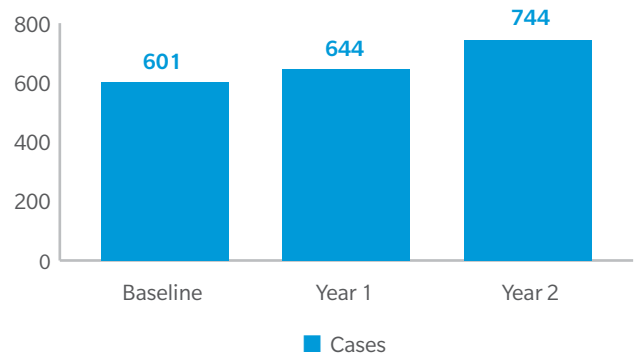


FIGURE 1 | Inpatient joint replacement case growth over two years.

The higher case volume generated an additional \$2,980,836 in new revenue and \$1,106,142 in new contribution. Additionally, the network experienced double digit growth in diagnostics and rehabilitation services due to this increase and the alignment with the surgeon-owned ASC.

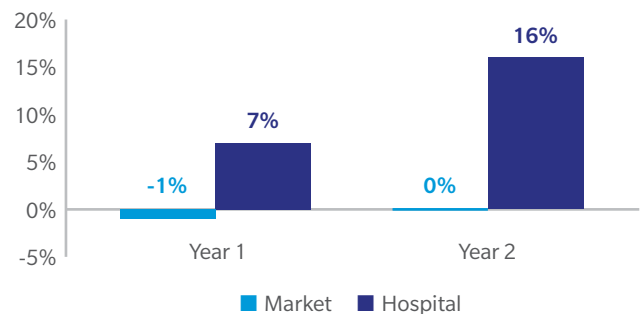


FIGURE 2 | Hospital joint replacement growth v. corresponding change in the market.