

Accelero Helps Orthopedic Surgeon Expand Private Practice



Strategic marketing plan drives joint replacement case volume growth

■ AT A GLANCE

- Sole orthopedic practitioner in Mid-Atlantic region
- Left large orthopedic group to launch own practice
- Five year goal of 500+ total joint replacements annually

■ ISSUES

- No marketing support from hospital partners
- Desired strategic plan to build brand and case volume
- Limited understanding of market dynamics

■ RESULTS

The surgeon was able to create a strategic plan for growth that incorporated functional outcomes, an identifiable brand, community relations and referral source strategy, helping the practice to surpass first year joint replacement goals by 27%.

INTRODUCTION

The practice is a new endeavor by an experienced orthopedic surgeon. After being part of a large orthopedic practice for over 25 years, the surgeon decided to open his own sole proprietorship in the same Mid-Atlantic city. He has privileges at both of the major hospitals in the area. His practice is based in a highly competitive market, with over 25 providers splitting more than 2000 joint replacements annually. Accelero was hired to develop and implement a strategic plan for growing this new practice.

SOLUTION

Flat to declining reimbursement and value-based payment models require surgeons to increase their surgical volume and maximize operational efficiencies to advance their practices. Individual surgeons, whether sole practitioners or part of a larger group, need to focus on care, outcomes and marketing to achieve growth.

Patient Centric Care

Accelero directed the practice to establish a patient centric approach for improved care and a differentiated patient experience. Keeping patients properly informed of their treatment helps to create a positive impression, which translates to better outcomes and more patient referrals. Working with the clinic, Accelero helped to improve the processes for collecting, evaluating and using customer satisfaction scores. The practice now uses these results to influence third party satisfaction scores such as Healthgrades® and promote the practice.

Tracking Patient Outcomes

One of the main reasons a patient chooses to have a joint replacement is to improve their functional capability. The tracking of these results is necessary to demonstrate surgical success and help influence the surgical path for future patients. Using OrthoVal®, a proprietary business intelligence platform, Accelero implemented a tool to track patient reported preoperative and postoperative functional outcomes. Using best practices, processes were put in place to ensure patient and staff compliance.

Strategic Plan for Growth

Accelero conducted a detailed market assessment of the service area by zip code to determine the number of joint replacement cases in the market (FIGURE 1). High volume areas were identified and further analyzed using referral source data, joint replacement age demographics and active lifestyle venues such as retirement communities (55+), recreational centers, golf courses and churches. Using this data, a growth plan was developed for each of the high volume areas using identified venues to roll out grass roots community programming.

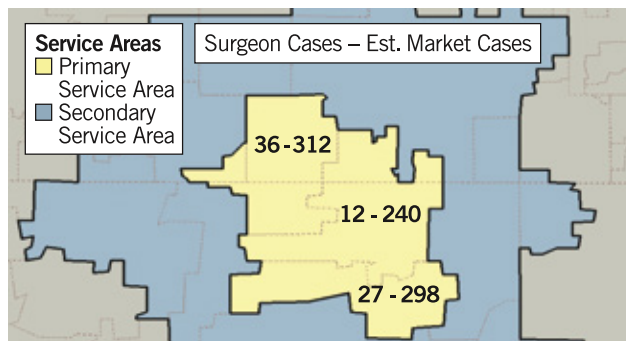


FIGURE 1 | Detailed map of service area by zip code.

Accelero worked with the practice to create and promote a brand identity to govern the practice and fuel its growth. This included creating brand messaging that resonates with employees and patients alike, effective marketing assets (website, social marketing platforms, collateral, and advertising materials), promotional giveaways and a plan to cultivate interest. The plan prioritized the appropriate marketing channels (print, broadcast media, direct mail, email) to reach the targeted population in the most cost-effective manner.

Referral Source Integration

To drive patients to the practice, Accelero established a program to define, prioritize and manage targeted referral sources. Using a newly developed tracking tool, the practice was able to measure and manage referral source effectiveness. This enabled the practice to further develop relationships with referral sources beyond just knowing their names. Case reviews, clinic visits and written correspondence were used to build rapport with referral sources.

SUMMARY

Using a strategic approach, the surgeon was able to create the processes necessary to improve and measure patient care, differentiate the practice and build case volume. Segmenting the market enables them to identify the best opportunities and allocate marketing resources accordingly (TABLE 1). As a result, the practice exceeded first year case goals by 27% and is well positioned to eclipse year two targets.

Service Area	Zip Code	Estimated Market Cases	Surgeon Cases	Market Share	Opportunity
Primary	1	312	36	12%	276
Primary	2	240	12	5%	228
Primary	3	298	27	9%	271
Total PSA		850	75	9%	775

TABLE 1 | Market analysis of primary service area (PSA).