

2023 VIZIENT CONNECTIONS SUMMIT

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# Implementing a Surgical Robotic Program in Your ASC

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# Learning Objectives

- Identify two financial factors in the development of a surgical robotic business plan.
- Explain two quality measures for a surgical robotic service plan.

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# Implementing a Surgical Robotic Program in Your ASC

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# The Opportunity: Why Invest in a Surgical Robot?

- Access for surgeons, most had training in residency
- Community need – reducing wait times for patients
- Lower cost site of service for outpatient cases

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# Timeline

- Initial discussions – began in June 2019
  - Board of Managers
  - Vendor
  - Physicians
- Pro forma completed and ready to be presented to Board – March 2020...
- COVID-19
  - Shutdowns
  - Supply Chain disruptions, PPE shortage
  - Regulatory changes

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# Timeline – Continued

- Physicians attend Board meeting June 2020 in support of robot at ASC
- Board approval late July 2020
- Payer negotiations ongoing and finalized
- Marketing initiatives developed to include media day prior to Go Live
- Training
- Dry run
- Go Live – October 19, 2020

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# Financial Factors in Developing the Business Plan

- Revenue Considerations:
- Case volume per surgeon
  - Conservative numbers based on actual volume (50%)
  - Separate case volume by procedure
- Payor mix
  - Develop alternate scenarios

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# Financial Factors - Continued

- Reimbursement – Medicare
- Reimbursement – Commercial
  - Negotiate carve-outs
  - Demonstrate saving payer and members \$\$ by shifting to lower cost site-of-service
  - Payers aim for 20% - 30% savings to consider shifting to ASC
  - Follow-up with payers at 6-months and 1-year from Go-Live

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# Financial Factors - Continued

- Expenses:
  - Annual lease
  - Service and preventive maintenance agreement
  - Property taxes
  - Sales tax
  
- Per robot case cost
- Other supplies, drugs, implants
- New General Ledger (GL) Code to track costs specific to robot vendor

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# Robotic Service Line Focus Group

- Establish Project Meetings
- Clinical Documentation
- Credentialing/Peer Review
- Supply Chain
- Financial Reporting
- Scheduling – Boarding Slip

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# Focus Group - Continued

- Facility
- Quality Measures
- Policies & Procedures
- Training
- Sterile Processing Department
- Marketing

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# Select a Staff Robotic Champion

- Empowered to lead the surgical team
- Builds and manages the preference cards
- Helps select other surgical team members
- Coordinates training with clinical vendor rep
- Inventory management/cost analysis
- “Go-to” for surgeon users

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# Building the Robotic Surgical Team

- Staff Champion (CSA)
- Surgical team – RN, CST, CSA
- Sterile Processing
- OR Team Leader
- Director of Clinical Operations

CSA: Certified Surgical Assistant

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# Training

- Staff Champion, RN and CST observed cases at hospital
- Hands-on training with vendor clinical rep for a week
- On-line videos and lectures
- Agreement with hospital First Assists to proctor at Go Live
  
- Physician Training
  - Requires proctoring
  - Certificate of completion post-training

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# Quality Measures

- Conversion from robotic to open
- ER visits within 30-days
- Transfers to hospital
- Returns to OR
- Hospital admissions post discharge
- Average post-op recovery time
- Patient satisfaction
- Physician satisfaction

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# Marketing

- Local marketing firm
- Media day with surgeon champion; TV crew on site
- Local newspapers, Business news (print and online)
- Website

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# Establishing a Steering Committee

- Purpose: Information sharing, data transparency
- Clinical and operational excellence, Executive leadership
- Members:
  - Robot champion
  - Surgeon champion
  - Director of Clinical Operations
  - Controller
  - Vendor rep
  - CEO
  - Invite all surgeon users

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# Steering Committee Agenda

- Clinical efficiency
- Utilization
  - System utilization
  - Cases per day
  - Specialty (General surgery, GYN)
- Revenue
- Growth strategy
- Communication/Marketing

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# Other considerations

- Taking delivery
  - Loading dock available?
  - Staging area
  - Biomedical checks
  - Capture the moment with pictures
- Adding additional procedures

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# Celebrate Your Success!

- Fun “robot” cookies on Go Live day
- 100<sup>th</sup> robotic case breakfast
- Robot – themed skull caps
- Celebrate bringing on new surgeons
- 1000<sup>th</sup> case celebration

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# Lessons Learned

- Collaboration is key!
- Set a positive tone for this exciting partnership: surgeons, vendor and robotic team to ensure success
- Always remember that the patient is at the center of this initiative
  - Quality and safety are top priority
- Take the time to fully understand the service/maintenance agreement options
- Be creative, inclusive, and have fun celebrating your success!

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# Key Takeaways

- Engage in conversations with your surgeons
  - Are they interested?
  - Are they currently trained, or willing to become trained?
  - What is potential surgical volume?
- Begin discussions with the Board for buy-in and commitment to this investment
- Select vendor and build mutual support for this partnership
- Be diligent in gathering financial information for the pro forma
- Build your robotic team
- Set a realistic Go – Live date and stay focused

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# Questions



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