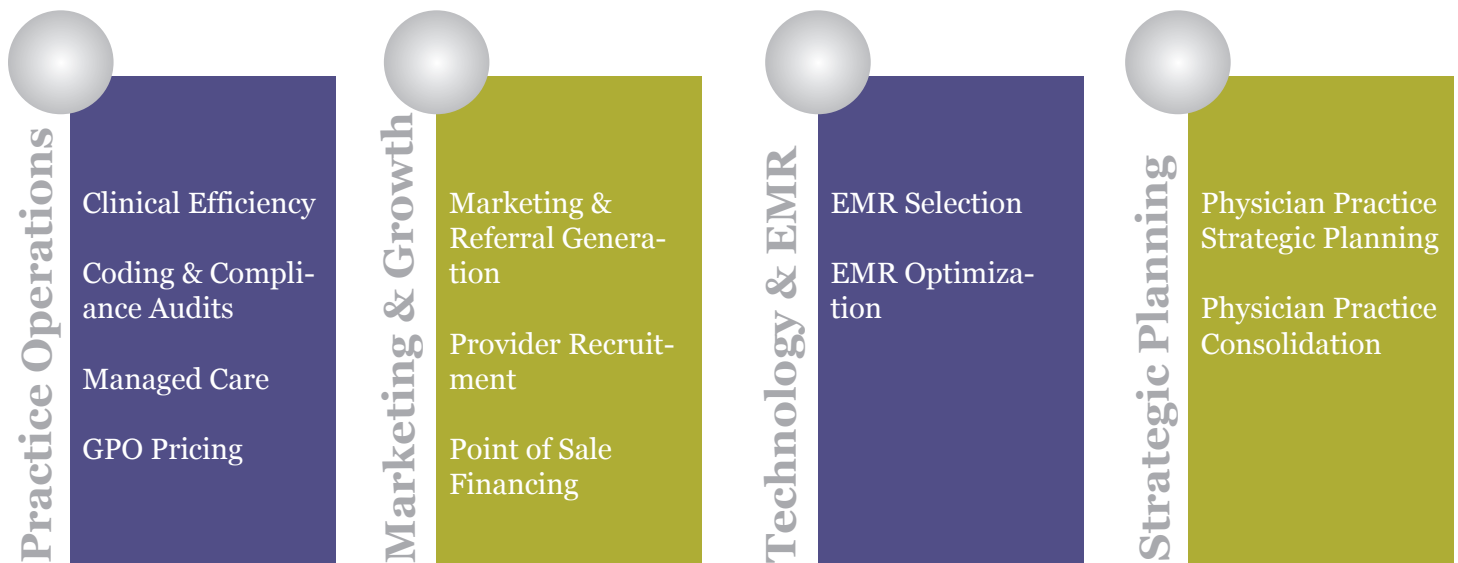


# PSG - Physician Strategy Group

## ABOUT PSG

In an effort to align with our physicians and to support you in your practice as well as our ASCs, United Surgical Partners International (USPI) formed the Physician Strategy Group (PSG) in 2011. PSG's primary goal is to ensure your practices thrive by providing services that will enable and encourage success. We understand that when our services help you and your practice, USPI also benefits. Accordingly, PSG has created a strong team devoted to working with you and your practice to ensure your goals are met.

## KEY AREAS OF FOCUS



## SUCCESSES WE'VE SEEN

### Marketing & Growth

#### Dr. Bruce Bollinger, Orthopedic Surgeon (Ft. Worth, Texas)

Dr. Bollinger is an orthopedic surgeon and Chief of Staff of Fort Worth Surgical Hospital. He was maintaining a healthy business, but desired to grow a niche area of business for his practice – custom joint replacement patients with commercial coverage. He was among the original group of doctors to inquire about the services of PSG.

As most may view this type of niche marketing as an obstacle, Physician Strategy Group saw this as an opportunity to craft a multi-faceted plan, a plan with a focused and specific target patient population in mind that would encourage growth for Dr. Bollinger's solo orthopedic practice. PSG knew that before any direct to consumer campaigns or other referral development opportunities were actively pursued, his target audience must have the ability to find Dr. Bollinger and learn more about his practice. After only two months of development, PSG launched [www.CustomJointCare.com](http://www.CustomJointCare.com) for Dr. Bollinger, a website that enabled people to not only find him, but a place to learn more about his expertise and solutions with leading device technologies for custom joint replacement.

The website featured key elements, including: easy navigation, explanations of solutions offered a professional profile for Dr. Bollinger, and patient testimonials among many other things. One great feature, which served as the tool for Dr. Bollinger's first online referral, is the contact box on the site that allows users to ask a question or request an appointment. The contact box also allows Dr. Bollinger to keep a database of emails for future email marketing. PSG continues to work with Dr. Bollinger on the next phase of his marketing plan.

## Technology & Practice Operations

### Tennessee Orthopaedic Clinic (Knoxville, Tennessee)

Tennessee Orthopaedic Clinic (TOC) is a growing orthopedic practice with a total of nine locations and twenty-six physicians. TOC has established a sophisticated practice with a full range of subspecialties and ancillary service lines designed to serve the many needs of their ever growing patient base. However; in early 2002, TOC's leadership recognized the need to update their technical infrastructure in order to support their continued growth and to meet the demands of health care reform. After the TOC team identified this need, they turned to PSG for their services.

PSG saw this as an opportunity to work closely with TOC on a range of technical projects. From selection of a Patient Portal and EMR, to Meaningful Use compliance and implementation support, PSG has worked to help this practice meet its deadlines and accomplish its goals.

- Assistance with recruiting and on-boarding a new Health Information Director
- Help with the creation and implementation of electronic patient intake forms and processes
- Education and support with Meaningful Use guidelines and workflow planning to ensure compliance.
- Project management assistance (including development of timeline and plans)
- Assistance with various staff and physician training sessions.
- Support with EMR implementation planning
- PQRS compliance and program education
- HL7 and Data migration assistance

So often practices lose sight of the value new technology offers, but PSG helped keep the team at TOC's eyes on the prize, and not lose sight of the bigger picture. The implementation of the new technologies will improve TOC's long term adoption of the various technologies. PSG helped the leadership at TOC turn their recognition that it was time to make a few updates into a reality.

## Strategic Planning

### Central Surgery Center of Virginia: Ross Girvan, DPM (Fredericksburg, Virginia)

Dr. Ross Girvan is the owner and lead physician at Fredericksburg Foot and Ankle. He has successfully been in practice for many years as a solo podiatric surgeon. Recently, he has grown his practice with the addition of a newly employed physician, Dr. Stacie Buck. Additionally, he has moved into a larger office space to accommodate his employees plus the others who had joined the practice more recently.

One obstacle that Dr. Girvan encountered is that with the mixture of long-term employees and new staff – processes and strategies would need to be aligned. As a partnered physician with SVSC, The Physician Strategy Group was an available resource to Dr. Girvan. When Dr. Girvan reached out to the PSG team, the first task was to assess the current operations of his practice and assist with the development of a strategic plan. Focusing on several areas, including:

- Clinical Operations and Staff Utilization
- AR and Billing Analysis
- Coding and Compliance
- Marketing and Growth for New Physician
- Long-term Strategic Planning

The PSG team was able to effectively and efficiently make several recommendations to strengthen the already thriving practice. PSG worked closely with Dr. Girvan and his staff to build momentum and implement several of the recommendations immediately. In addition, Drs. Girvan and Buck dedicated time to building a strategic plan with the PSG team to set up a framework for continued growth and success in a dynamic market.

## **Development of a Clinically Integrated Network (St. Louis, Missouri)**

St. Louis represents one of the top USPI markets with over 20 ambulatory surgery centers and over 400 physicians in the network. The market is consolidating rapidly from a physician perspective. Major health systems are responding to healthcare reform by focusing on the employment of primary care physicians as well as specialists in an attempt to develop their integrated networks.

This rapid integration has been disruptive to those physicians who desire to remain independent both from a competitive as well as from a referral perspective. This concern, coupled with the need to be proactive to the demands of healthcare reform, led the regional leadership to bring a group of key physicians together to discuss how USPI could provide the needed support to be successful in the current state while preparing for the future.

Alongside the key physicians, PSG examined the global market realities as well as the local market realities to allow for the development of a plan which would be in response to these pressures. The physician-led process helped to clearly identify critical success factors (CSFs), write a clear mission statement, develop measurable goals, and identify key strategic initiatives. From the thorough planning, St. Louis Physician Alliance (SLPA) was developed. SLPA allows physicians to remain independent and keep their focus on quality, efficiency, and ensure that they continue to make financially sound decisions for themselves and their patients.