



Outpatient • Office Based • Non-Operating Room

ASC and OBA Medical Directors' Meeting

Friday, October 18th, 2024 • Philadelphia, PA



Role of the Medical Director: ASC

Jarrett A. Heard, MD, MBA

The Ohio State University Wexner Medical Center

Associate Professor – Clinical Anesthesiology

Medical Director of Ambulatory Perioperative Services

Director Executive Leadership and Business in Anesthesiology Fellowship

1

Objectives

- Review the essential role of a medical director at an ASC
- Define visionary leadership of a medical director
- Explore change management opportunities as medical director



Outpatient • Office Based • Non-Operating Room

www.SAMBAhq.org

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

2

Role of the Medical Director: ASC



ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

3

Essential Role

- Support the **MISSION** of the ASC
 - Revenue – Gross? Operating costs? Margins?
 - Growth – Case volume? Referrals? Payor?
 - Operations – Efficiency? Outcomes?
 - Workplace – Patient satisfaction? Employee satisfaction? Reputation?
 - Case mix – Shift volume from other pavilions? Surgical access?
 - Service Lines/Physician Recruitment – HOPD only? Robotics?
- Mission depends on the governance of the ASC and the administrative/executive board

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

4

Essential Role



- Strategic Planning - Mission
 - Attend/chair – ASC board meetings - required
 - Develop/Review Performance Metrics/KPIs
 - Review budgets, operating expenses, OR utilization
 - Discuss service lines: Improve existing ones, recruit new ones
 - Opportunities for growth, greater referrals
- Operational Efficiencies
 - Case Scheduling, Turnover times
 - Delays/Cancellations
 - Implement QI initiatives – access/throughput
 - Case length accuracy

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

5

Essential Role



- Collaboration
 - Administrative Staff/Board
 - Surgeons
 - Anesthesia providers
 - Perioperative staff – nurses/PA's
 - Executive committees
- Integration
 - Perioperative processes – Appropriate patients, appropriate cases
 - Quality Assurance

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

6

Essential Role



- Compliance
 - Adherence to ASC policies
 - CMS regulations
 - CLIA if applicable
 - Create/Revise/Follow ASC Scope of Care/Cases Performed

- Accreditation/Licensure
 - Follow regulations for accreditation: AAAHC vs. TJC vs. Quad A, etc
 - Conditions for Coverage - ASC
 - <https://www.cms.gov/medicare/health-safety-standards/conditions-coverage-participation/ambulatory-surgical-centers-asc>

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

7

Essential Role



- Finances
 - Financial data – surgical/anesthesia services costs
 - Cost containment/Capital expenses
 - Vendor Contracts
 - CPT Billing/Coding Accuracy
 - Supplies
 - OR utilization
 - Payor Mix
 - Payor Contracts
 - CMS – approved cases for reimbursement

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

8

Essential Role



- Credentialing/Privileging
 - Approve surgeons/physicians
 - Make sure no one is practicing beyond their scope
 - Performing approved cases/procedures only
 - Approve perioperative staff
 - Nurses/APPs/Anesthesia staff

- Marketing
 - Surgeons
 - Referring physicians
 - Payors
 - Patients

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

9

Visionary Medical Director



- BIG PICTURE!!!!!!!!!!

- Have a vision and know how to fit the pieces together

- Engage staff

- Develop Leaders

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

10

Visionary ASC Medical Director



- What is your purpose?
 - Mission Statement/Purpose
 - Create Value
 - Low Cost vs. Differentiation
- How will you measure success?
 - Performance Measures
 - Revenue
 - KPIs
- Who is your customer?
 - Patients
 - Surgeons
 - Payers

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

11

Visionary ASC Medical Director



- Organizational Behavior
 - Promote Collaboration
 - Encourage “horizontal leadership”
 - Develop leadership from within
 - Promotes retention, trust, innovation, ownership
- Culture
 - “Just culture”
 - Incentivize

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

12

Visionary ASC Medical Director



- 3S's
- Patient Selection
 - Throughput – reduce delays and cancellations
- Patient Safety
 - Reduce Transfers/Hospital Admissions/Sentinel Events
- Patient Satisfaction
 - Future Referrals/Revenue

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

13

Visionary ASC Medical Director



- Innovation
 - Operational Efficiencies
 - Investments in people, equipment, technologies
 - Pushing the envelope (safely)
- Generation of Ideas
 - How can we improve performance?
 - How can we increase volume/growth/market share?

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

14

Change Management



- Change Management Agent
 - Create a sense of urgency
 - Gather data
 - Coalition building
 - Strategic Vision
 - Enlist Volunteer Army
 - Remove Barriers
 - Generate Short Term Wins
 - Sustain Acceleration
 - Institute Change

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

15

Change Management Opportunities



- **US News and World Report ASC ratings**
 - Endoscopy, Urology, Orthopedics/Spine, Ophthalmology
 - ED Visit Rate, Admission Rate, Cost of Complications, Mortality Rate
- Service lines
 - Robotics
 - Vascular
 - Spine
- Artificial Intelligence
 - Predictive Analytics – Preop Optimization
 - Better OR utilization
 - Billing

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

16

Objectives

- Review the essential role/function of a medical director at an ASC
- Define visionary leadership of a medical director
- Explore change management opportunities as medical director



ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

17

Questions?



ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

18

References



- 1) Becker's ASC Review. Medical Director 101: What It Takes to Be a Great Medical Director. Oct 2010.
- 2) Guertin, M, Heard, J, Del Rosario, T. Ambulatory Surgery Center Medical Director: Visionary Leader. Anesthesiology Clinics, Ambulatory Anesthesia – Ch. 14. 2019
- 3) M.E. Porter, T.H. Lee. The strategy that will fix health care. 2013. Harvard Business Review, 91, pp. 50–70.
- 4) ASCs: A Positive Trend in Healthcare. Ambulatory Surgery Center Association. Advancing Surgical Care. www.ascassociation.org/aboutasc/industryoverview/apositivetrendinhealthcare.
- 5) Ambulatory Surgery Centers. Encyclopedia of Surgery. Ed. Anthony J. Senagore. Thomson Gale. www.surgeryencyclopedia.com.2004
- 6) 8 Ways to Enhance Patient Satisfaction in Surgery Centers. Becker's ASC Review. www.beckersasc.com/asc-turnarounds-ideas-to-improve-performance/8-ways-to-enhance-patient-satisfaction-in-surgery-centers.htm. 2011
- 7) Patient Selection for Day Case-eligible Surgery: Identifying Those at High Risk for Major Complications. Anesthesiology: The Journal of the American Society of Anesthesiologists, Inc. <http://anesthesiology.pubs.asahq.org/article.aspx?articleid=1918045>. 2013
- 8) Kotter J. The 8-Step Process for Leading Change. www.kotterinternational.com/the-8-step-process-for-leading-change

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

19



4:30-5:30pm

Benefits of an Advanced Business Degree

Jarrett A. Heard, MD, MBA

The Ohio State University Wexner Medical Center

Associate Professor – Clinical Anesthesiology

Medical Director Ambulatory Perioperative Services

Director Executive Leadership and Business in Anesthesiology Fellowship

ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

20

Mini-MBA Graduate Healthcare Certificate

Creating visionary physician leaders

The role of physicians is evolving. The business of healthcare has changed significantly in the last decade and requires all physician leaders to develop managerial and interpersonal skills to deliver value to their patients. Business acumen will improve the leadership and decision-making skills of anesthesiologists, vital skills to improve the efficacy of healthcare delivered around the world.

The Society for Ambulatory Anesthesia, SAMBA, and The Ohio State University Fisher College of Business have partnered to create a Mini-MBA Graduate Healthcare Certificate Program for SAMBA members to meet the expanded needs of leaders in anesthesiology.

100%
online

15
credit hours

PROGRAM COMPONENTS

15 CREDIT HOUR CORE CURRICULUM

Six graduate-level courses:
 Strategy Formulation and Implementation MBA 6293
 Operations MBA 6233
 Organizational Behavior MBA 6201
 Leadership MBA 6202
 Data Analysis for Managers MBA 6273
 Finance MBA 6223

All courses are part of Fisher College of Business's Working Professional MBA program. All courses will be online.

PROGRAM OBJECTIVES

By the end of this program participants will:

- Understand the fundamentals of strategy
- Gain insight into the operations function and how it contributes to ensuring effective and efficient flow of materials and information
- Study employee interactions and organizational processes that seek to create more efficient and cohesive organizations
- Learn the factors that influence individual and team performance and techniques to improve it
- Achieve an application-oriented understanding of data-driven decision-making

"Physician leaders must be visionaries; creating collaborative culture, innovative ideas, and empowering people. Having a business acumen not only allows physicians to see things from a different perspective, but it also allows them to find creative solutions and lends them credibility in their respective organizations."

Jarrett Heard, MD, MBA
 Physician, Associate Professor of Anesthesiology, The Ohio State University Wexner Medical Center

21

Earn an executive MBA, participate in executive-level meetings and gain expertise in OR utilization, capital expense requests, operation gains/losses and procedural reimbursement.

We've been nationally ranked as a **U.S. News & World Report "Best Hospital"** for **31 consecutive years.**

Collaboration occurs across **110+** medical center departments, divisions, institutes and centers, as well as **18** colleges and schools at The Ohio State University.

Our eighth and newest hospital, the **1.9-million-square-foot Inpatient Tower**, opens in 2026.

You'll love living in Columbus, **America's 14th largest city** and among the **Top 10** for concentration of young professionals.

Executive Leadership and Business in Anesthesiology Fellowship

- A unique, innovative Anesthesiology fellowship that provides leadership and administrative training.
- 50% of the fellow's time is spent as an attending in ORs.
- The other 50% is spent in non-clinical work, including research, administrative meetings and completion of a 17-month Executive MBA from The Ohio State University Fisher College of Business.
- Two-year commitment
- Clinical work as an attending fully funds the MBA tuition.

THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

Executive Leadership and Business in Anesthesiology Fellowship

22