

The Corazon Report

A special briefing from the Heart & Vascular Experts

Volume 8, Issue 1 – March 2009

President's Message

They did it! Last month, Corazon's hometown Football team – the Steelers – won another Superbowl championship to become the first NFL franchise with six wins in the big game....So, how'd they do it? In a word, PASSION! A passion to achieve, a passion to overcome, and a passion to be the best team they could be...A passion to WIN.

There's no denying that our country has fallen on hard economic times, bringing financial difficulties that have impacted all industries in some way – including healthcare. **But, you too can win – with a champion cardiovascular program.**

Now more than ever, hospitals, and heart and vascular service lines in particular, need to be **proactive** in dealing with economic hardship by paying extra attention to the clinical, financial, and operational indicators that can impact performance. *Are your operations effective? Do you have a top-performing team in place? Do you have a strategic game-plan that will help you set the stage for the future?*

Indeed, your answers to these questions can be the difference between winning and losing in today's tough market. Regardless of your current situation, **Corazon can coach you to peak-performance!**

Heart and vascular champions can be anywhere at any time...whether at a large, urban tertiary center, or a rural or community facility, you can succeed...you just need the PASSION to get in the game!



To your success,

Karen L. Hartman

Karen Hartman
President

CORAZON

The Heart & Vascular Experts

Visit us at www.corazoninc.com or call 412.364.8200

The Corazon Report is published by The Heart & Vascular Experts at Corazon, a national leader in specialized consulting, management resources, and recruitment services for cardiovascular program development. Corazon is a 2003 Ernst & Young Entrepreneur of the Year Company and a "Pittsburgh 100" Firm. The information presented in this newsletter reflects the opinion of Corazon, and under certain circumstances, may not necessarily be the opinion of other healthcare or industry professionals.

The Impact of Strong Leaders on Heart & Vascular Program Success

Despite the challenges that hospitals, health systems, and physician practices are facing in this difficult economy, **Corazon experience proves that service lines such as cardiovascular continue to be revenue-generating for an organization.**

Heart and vascular disease incidence remains on the rise, with more patients reaching the age when it becomes more prevalent. Also, all forms of CV disease are being detected earlier through advanced technology such as multi-slice CT and others, along with better referral mechanisms to result in increased procedure volumes. Furthermore, cardiac and vascular reimbursement remains relatively high, compared to other clinical specialties that have payments on the decline.

Based on Corazon experience and expertise, with proper technique and documentation, Coronary Angioplasty (PCI) can generate a \$5,000-\$7,000 profit margin, and Open Heart Surgery (OHS) can result in a \$10,000-\$15,000 profit margin per case. These estimates, however, are dependent on **efficient operations, clear protocols and processes, and, perhaps most importantly, sound leadership.**

Corazon experience proves service lines such as cardiovascular continue to be revenue-generating for an organization.

As hospitals search for ways to cut costs and maintain revenue, Corazon believes organizations cannot afford vacancies in key heart and vascular service line positions, especially given today's economy. Leaderless service lines or key CV departments can lose significant amounts of money. **For example, a moderately-sized Cath Lab without someone in charge can lose \$1.5 - \$2M per year, making recruitment for key cardiovascular positions a critical priority.**

Interim Management is a strategy many organizations are selecting. This service can not only fill the job description but also can:

- Initiate program restructuring by an outside third party
- Have "no" employment ties – easier to terminate
- Become the "litmus" test for the viability of a position

Having a **qualified** person in place to maintain organizational momentum, sustain volumes, and seek new opportunities for growth and development in heart and vascular services is a necessity, whether through recruitment of a permanent hire or the use of an interim leader. The permanent or interim hire acts as a catalyst for change and assists with resource allocation for optimal benefit, ensuring service line growth and profitability.

To learn more about Corazon's Recruitment and Interim Management offerings and which approach (or both!) would best suit your current situation, call 412-364-8200 today!

For more results from Corazon's **Compensation Survey**, join us **April 9 at 1pm ET** for an Audio Conference. Info at www.corazoninc.com.

34 percent of hospitals that have used an outside recruitment firm in their efforts to find and place heart and vascular program leaders.

(According to Corazon's 2009 Compensation Survey)



News Pulse

Updates from Corazon and Our Clients

Corazon is pleased to announce completed recruitment searches at the following clients:

Prevea Health, an established and growing multi-specialty practice in Wisconsin, has hired **Dr. Kendra Marsh**, a **NON-INVASIVE**

CARDIOLOGIST who will join the 200+ other physicians in serving patients in the greater-Sheboygan area. She just completed her Cardiology fellowship at the University of Illinois at Chicago and will start her position in August 2009.



Reid Hospital & Health Care Services in Richmond, Indiana has hired **David Mercer** as the **CVOR FIRST ASSISTANT** to support physicians in the

CV Operating Room and the post-open heart and intensive care units, which use the universal bed model of care. Corazon worked with Reid on the program expansion to open heart surgery in 2003.

Corazon Academy: Now with Virtual Components!



Join Corazon for the Spring 2009 session of **The Academy**, beginning in May! We've updated our curriculum for the new year to include features such as: limited time away from your facility through virtual learning opportunities, along with message boards, blogs, and downloadable resources. The

Corazon Academy can create a **STAR PERFORMER** in your cardiovascular program—a worthwhile investment for limited educational dollars. Call today for more details.

At the Podium



Corazon Vice President James Burns will be speaking about **"Physician Cross-Specialization: Proven Strategies for Eliminating Turf Battles"** at the Medical Group Management Association's 2009 Annual Conference, October 11 -14, in Denver, CO.



Jim will also present **"The Impact of MS-DRGs on Service Line Operations"** at HFMA's 2009 Conference, June 14-17, in Seattle, WA. Corazon client **Julie Miksit**, Assistant VP of Cardiac Services at **Good Samaritan Hospital** in Lebanon, PA will co-present.

CMS Moves Forward with RAC Program

CMS has reported that the implementation of the Medicare RAC program will resume after a four-month suspension due to protests over the contract award process. CMS and the four winning bidders will now proceed in deploying this nationwide program to ensure all monies due to CMS for coding/documentation errors are re-paid. *Is your facility prepared for this program? Do you have the necessary systems in place to track or recover this information? Call Corazon today to learn more about what you need to do to be ready for RAC.*

Corazon is also pleased to be hosting web conferences through the **American Academy of Medical Administrators** on the following dates:

July 22

"PREPARING FOR CHANGE: The Potential Impact of 2010 Reimbursement on Heart & Vascular Services"

September 23

"HEART & VASCULAR PERFORMANCE REVIEW: Ensuring Best Practice through Operational Improvements"

Visit www.ameda.org for more information.

ICD-10 Transition Delayed

The regulations governing the adoption of the next generation of diagnosis and procedure codes, ICD-10, has fallen under legislative review by the Obama administration. CMS and the Department of Health and Human Services extended the compliance date for using the new ICD-10 codes to October 2013, though the President and his team will review the pending legislation and make further determinations about deadlines and requirements. **Check future issues of *The Corazon Report* for an update.**

Welcome!

Join us in welcoming two new additions to the Corazon Team: **Stacey Lang**, an expert in the stroke and neuroscience field, joins as a Consultant to spearhead the development of Corazon's Stroke services, providing a wealth of knowledge to the firm and its clients. Also, **Jon Hartman**, a recent college graduate, completed his internship and now joins Corazon as a full-time Staff Accountant.



Client Spotlight

Southern Ohio Medical Center



A Cardiac Universal Bed Room at Southern Ohio Medical Center
Photo Courtesy of KGB Advertising.
Architecture by URS.

New Facility at SOMC Changes Approach to Patient Care

On December 2, 2008, **Southern Ohio Medical Center**, a 222-bed facility in Portsmouth, completed their first open heart surgery case with excellent outcomes. The vision for this new program at SOMC has at last become a reality after more than three years of planning and implementation, involving facility design and construction, physician recruitment and training, and perhaps most importantly, a new approach to patient care.

Corazon began working with the hospital in March 2005 on a business plan for SOMC's expansion to angioplasty, which would then be followed by open heart surgery services. After huge success with the Phase I expansion to PCI, SOMC leadership moved forward with Phase II expansion to open heart surgery,



using Corazon's proven approach through the entire process—from feasibility through implementation—for both PCI and OHS.

Community need was clearly evident. In fact SOMC's Scioto County had one of the highest mortality rates for cardiovascular disease in the entire United States, as revealed through a comprehensive feasibility study and business plan.

The cardiovascular expansion resulted in an entire new patient tower and co-locates non-invasive testing, Cath Lab / Recovery, and the Heart Care Unit. SOMC is the only program in the region to use the Cardiac Universal Bed model, wherein a patient stays in one private room from admission to discharge, with the level of care flexing to meet their needs. According to Amy Fraulini, Director of Heart & Vascular Services, "The Universal Bed design is centered on patient and family care. We want families to be involved in all aspects of their loved one's recovery...With this concept, family members are able to stay in the room as the patient plans to return home." The new \$110 million facility also includes a Clinical Decision Unit, expanded Emergency Room, and new dedicated entrance.

A dry run surgery was scheduled on November 25, and to date, the program has done over 50 cases. Chief Heart Surgeon, **Dr. Henry Childers**, was recently joined by a second surgeon, **Dr. Kevin Richardson**, to provide additional coverage for the patient volume seen thus far.

SOMC also recently received the **2008 Silver Performance Achievement Award** from the ACC/NCDR ACTION Registry, in recognition of the hospital's commitment and success in implementing a higher standard of care for heart attack patients.

St. Joseph Medical Center Unveils Heart Center Expansion

On December 8, 2008, Corazon client **St. Joseph Medical Center** in Towson, MD, opened a major addition to the hospital changing the entire 'front door' of the facility. Cardiac care services are now consolidated within the new Heart Institute in an effort to provide the patient and visitor a convenient one-stop experience.

Corazon worked with the St. Joe's team on both the design and implementation of this 'heart hospital within a hospital' and has placed an Interim Manager there to oversee the Cardiographics. **The Heart Institute at St. Joseph** is Maryland's busiest and premier heart center, providing advanced cardiac care. It has been recognized eight times—more than any other Maryland hospital—as one of the top 100 heart centers in the country by Thomson Reuters. *Corazon congratulates St. Joe's on their new facility, and wishes the team success in the future!*



St. Joseph Medical Center
Photo Courtesy of Patrick Ross.
Architecture by CSD Architects and Gresham Smith & Partners.

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Stroke

Unclear about stroke?

Corazon can focus your vision with:

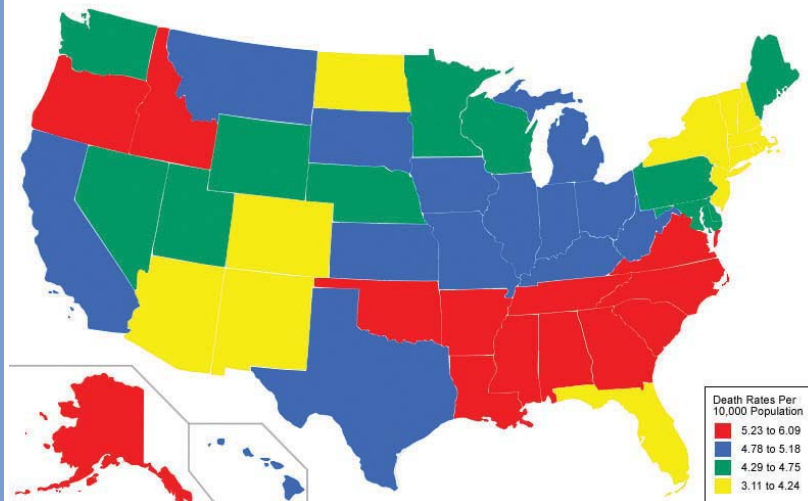
- Program Development Strategies
- Education Sessions
- Market Assessments
- Center of Excellence Implementation

Here are some facts:

Stroke is the third leading cause of death in the US.
The mortality rates associated with stroke are on the rise.
Every 45 seconds, someone has a stroke.

Every three minutes...someone dies.

Age-Adjusted Stroke Death Rates by State



Call Corazon Today!

CORAZON

The Heart & Vascular Experts

CONSULTING • MANAGEMENT RESOURCES • RECRUITMENT

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