

Outmigration of Outpatient Cases from Hospital Environment to Ambulatory Surgery Centers

*by PeakPoint Partners – a joint venture
between Mount Sinai Health System and
Merritt Healthcare*



Merritt Healthcare
ASC Management & Development

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Outmigration of appropriate cases from hospital based operating rooms (ORs) has been and will continue to be a critical factor in lowering the cost of care to consumers while delivering a superior patient experience.

The trend of case outmigration has been ongoing for some time. Continuing advances in technology and surgical techniques over the past 40 years have allowed a growing number of surgical cases to safely migrate to Ambulatory Surgery Center (ASC) environments. However, cost pressures have more recently driven this out-patient trend with Payors, including Medicare driving much of this. Similar cases performed in an ASC setting can reduce costs by up to 30–40% or more, maintaining quality and safety standards while leading to a care centric experience with higher physician and patient

satisfaction. Payer plans continue to shift more costs onto patients through higher deductibles and co-pays, prompting a need to cut overall expenses. Well-informed consumers, guided by sophisticated health plans will choose the most effective care option. Other significant factors include payer pressure and Covid-19-related impacts on staffing and supply costs, with the added benefit of lower infection risks.

Formed in 2019, PeakPoint has developed ASCs focusing on general orthopedics, total joints, spine, ENT, ophthalmology, breast & general surgery, urology, pain management, and gastroenterology. More recently Cardiology is a focus. As development continues, up to 35,000 cases will be moved from Hospital OR settings to Ambulatory Surgery Centers licensed by the State of New York.

CASE STUDY: UPPER WEST SIDE ENDOSCOPY

Upper West Side Endoscopy “UWSE” is a single-specialty Endoscopy ASC located in the historic Ansonia building in Manhattan. Since opening in the third quarter of 2021, it has successfully migrated 7,000 annual cases from the Hospital to the ASC setting. This has helped alleviate the burden on the hospital system, improved patient satisfaction and reduced the overall cost of endoscopy procedures.

Prior to opening UWSE, Mount Sinai Hospital System encountered difficulties in effectively managing its endoscopy cases within the hospital, resulting in elevated costs and a backlog of cases, with patients having to book appointments 4–6 months in advance. Acknowledging the potential advantages of an Ambulatory Surgery Center (ASC), Mount Sinai collaborated with Merritt Healthcare to establish a cutting-edge facility exclusively



dedicated to endoscopy procedures. The goal is to enhance the overall patient experience, decrease costs, and improve operational efficiency.

The project began with a thorough analysis of the most suitable location for the new Endoscopy Center, considering accessibility for patients and efficient integration with the existing hospital system. With a \$10m investment, the facility was meticulously designed to cater specifically to endoscopy procedures, ensuring optimal workflow, patient comfort, and compliance with regulatory standards. By leveraging the latest technologies and industry best practices in construction and design, they aimed to create a center that would not only meet the highest standards of care but also provide a seamless experience for both patients and medical staff.

Ensuring patient safety and infection prevention is a top priority for Merritt and Mount Sinai. Through a partnership with Olympus, the ASC was equipped with the latest advancements in technology. The procedures utilize the newest models of video towers and scopes, renowned for their precision and reliability. Notably, the ASC is one of the select few facilities in New York City utilizing the state-of-the-art OER-Elite reprocessing system. This cutting-edge system, coupled with Unifia, a specialized GI-focused software, ensures meticulous sterilization and functionality of the scopes, thus maximizing infection prevention efforts. We remain committed to leveraging these advanced solutions to safeguard the well-being of our patients.

An essential strategy for optimizing patient throughput and enhancing operational efficiencies involves utilizing the right Electronic Medical Record (EMR) system. Leveraging Provation Apex alongside Provation MD, the ASC can deliver advanced, cloud-based charting solutions throughout every stage of the patient's visit. This

integration allows for seamless coordination and documentation, ensuring smooth workflows and enhancing the overall quality of care.

Fostering a positive work environment for staff is a paramount priority at the ASC. The highly specialized team is dedicated to delivering exceptional care, particularly in endoscopy procedures, instilling confidence in patients that they are in capable hands. Additionally, the focus on continuity and teamwork ensures a positive experience for operating physicians. Working with the same skilled staff members consistently enhances efficiency and fosters familiarity, ultimately contributing to smoother operations and superior patient care.

In addition to strategic location, optimal design, state-of-the-art medical equipment, and best clinical practices, Merritt and Mount Sinai leadership focused on seamless patient scheduling interface, anesthesia quality and overall efficiency. The ultimate goal of the scheduling system was to reduce inter-software friction on the professional practice side thus allowing more patients to be scheduled seamlessly at UWSE and reducing the backlog in the system, without the burdensome cost of some hospital based scheduling software.

Also of vital importance was the integration and use of the Hospital's existing Anesthesia Department that the endoscopists were comfortable with. This allowed for greater comfort and easier transition to the free-standing outpatient setting. Prior to opening, Merritt operational teams met frequently with Mount Sinai's Anesthesia group to review policies, procedures, and workflow.

Additional PeakPoint Centers are underway in Manhattan, Nassau County and in the planning phases for the other New York boroughs and Westchester County.

ABOUT MOUNT SINAI

The Mount Sinai Health System is an integrated health care system providing exceptional medical care to our local and global communities.

Encompassing the Icahn School of Medicine at Mount Sinai and eight hospital campuses in the New York metropolitan area, as well as a large, regional ambulatory footprint, Mount Sinai is internationally acclaimed for its excellence in research, patient care, and education across a range of specialties. The Mount Sinai Health System was created from the combination of the Mount Sinai Medical Center and Continuum Health Partners, which both agreed unanimously to combine the two entities in July 2013.

The Health System is designed to increase

efficiencies and economies of scale; improve quality and outcomes; and expand access to advanced primary, specialty, and ambulatory care services throughout a wide clinical network. The Health System includes more than 7,200 physicians, including general practitioners and specialists, and 13 free-standing joint-venture centers. Mount Sinai also features a robust and continually expanding network of multispecialty services, including more than 400 ambulatory practice locations throughout the five boroughs of New York City, Westchester, and Long Island. With an extraordinary array of resources for the provision of compassionate, state-of-the-art care, the Mount Sinai Health System is poised to identify and respond to the health-related needs of the diverse populations we serve.

ABOUT MERRITT HEALTHCARE

Founded in 2001, Merritt Healthcare is an industry leader in the development, management and advisory of ambulatory surgery centers (ASCs).

Merritt is a proud owner-operated firm committed to direct principal involvement in all development and management projects.

The Company develops facilities where procedures

are performed safely, efficiently and in a cost-effective manner. We help partners maximize value and achieve high levels of physician and patient satisfaction.

Over the past 23 years, Merritt has developed 24 ASCs, most recently several facilities with the Mount Sinai Health System and the Montefiore Health Systems in New York.

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