



# Case Study:

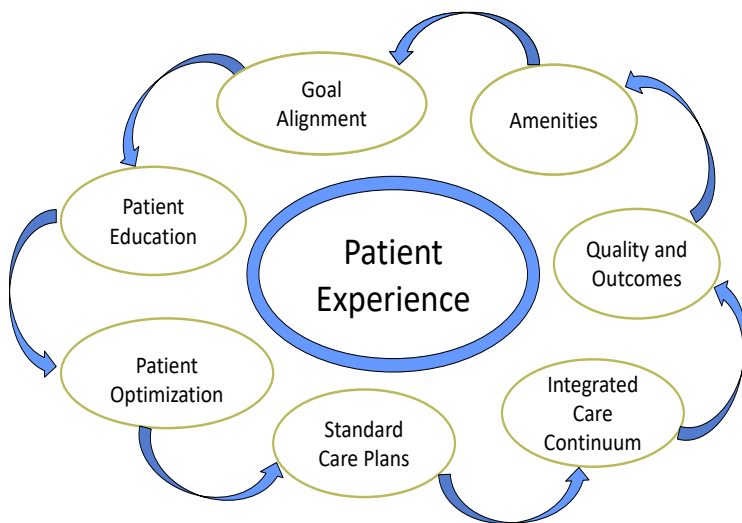
## Mills-Peninsula Medical Center Joint Replacement Program

*Corazon assisted a large medical center in the California Bay Area with the development of a Joint Replacement "Center of Excellence" within the orthopedic service line. Corazon used proven GAP assessment techniques and evidence-based best practices to redesign the delivery of care for patients with joint disease. The medical center's ultimate goals focused on outstanding patient experience, value-based care, improved clinical and functional outcomes, market differentiation, and program growth.*

**Mills-Peninsula Medical Center (MPMC)**, a 241-bed facility in Burlingame, offers a full array of inpatient and outpatient orthopedic services within a state-of-the-art facility. The medical center had long considered the development of a formalized total joint replacement (TJR) program, but was hindered by limited experience in orthopedic program development, along with a lack of focus and dedicated resources. Corazon was engaged to serve as project leader to initiate the expansion to a formalized TJR Center and ensure continued momentum throughout implementation.

### The project involved a two-phase approach:

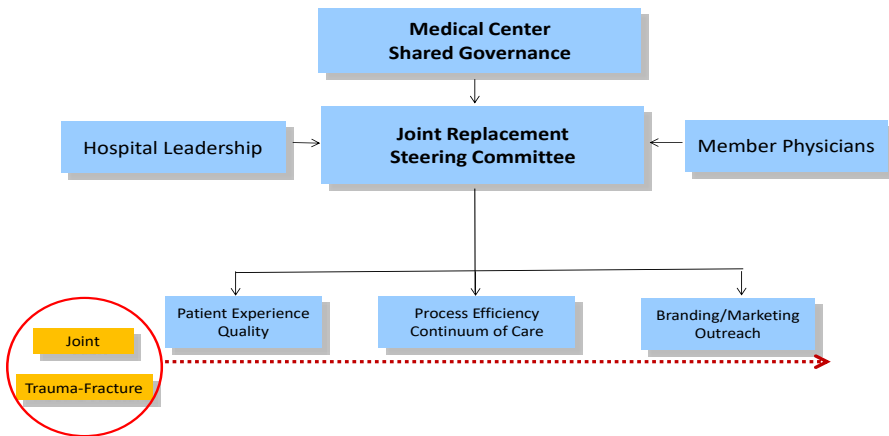
*The first phase* involved a comprehensive review of the regional market, competitive landscape, and current service offerings. Corazon utilized a SWOT analysis and a GAP assessment of the programmatic elements against Corazon's national benchmarks to complete the review. The figure below highlights key care design features of a destination joint replacement center, with the patient experience at the center of the effort.



Given the elective nature of orthopedic services, a top-quality patient experience is essential. This project **considered the full program scope and the impact of each element on the patient experience.**

Corazon worked with MPMC leaders in developing an effective implementation plan to achieve a joint replacement "center of excellence" that embodies a "patient- and family-centered" care philosophy.

Further, this project established priorities for program development as a means to keep the patient central to the overarching goals and the multidisciplinary efforts. Representatives from Anesthesia, the Hospitalist program, Nursing, Case Management, and Rehabilitation were included in the project.



Phase I involved the **establishment of a hospital/physician shared governance model**, along with a program implementation infrastructure, including a physician-led, multi-disciplinary steering committee.

*The second phase* focused on program development and the creation of a one-stop process for patient optimization, pre-admission testing, and pre-operative education, along with the designation of a nursing unit wing for TJR to care for patients as “well” rather than “sick”.

Corazon worked with MPMC with initiating a program dashboard to track, trend, and improve quality and functional outcomes indicators, including participation in a Joint Registry to measure patient outcomes and benchmark performance against peer and competitor hospitals. Efforts were also focused on establishing a recognizable consistent brand, along with a comprehensive marketing plan and targeted community outreach.

*“Corazon’s support allowed us to get past historical lack of trust between the physicians and the hospital, and provided us with a structure and a process that kept us focused on achieving our goals. We had a very transparent and deliberate exchange of views, which helped us reach consensus.”*

**--Bridget Brown**  
Former Clinical Program Development Manager

The Center of Excellence was launched in just six months after project kick-off, and **patient satisfaction results soared to the top decile as the result of increased patient education and participation in the care delivery process.** Further, surgeons who practiced at multiple locations developed a preference for MPMC due to their focus on enhancing both the patient and physician experience. There was also year-to-year case volume growth of 11% and average length of stay decrease from 3.2 to 3.0 days.

Overall, the staff developed a strong sense of pride in the program and continues to participate in its development. This includes the physicians who are active and productive participants in both leadership and management of the program, fostering loyalty and heightened commitment to program success.

For years, the medical center attempted to redesign care with mixed result...but with specialized expertise, strategic and tactical support, and on-site coaching from Corazon, the organization achieved desired results with this complex and daunting task, and now reigns as a market leader for joint care in the Bay Area.

*To further discuss this or other Orthopedic and Spine projects involving multiple components of Corazon's offerings, please call 412.364.8200.*