



Case Study:

Yavapai Regional Medical Center Comprehensive Spine Services Development

Yavapai Regional Medical Center (YRMC) engaged Corazon to assist with the development of comprehensive spine services for their community.



While full surgical spine capabilities already existed at YRMC, a **market capture analysis** revealed that a significant number of patients were leaving the area and seeking care at the tertiary center approximately 60 minutes to the south. Corazon evaluated existing data to determine current **clinical outcomes, market capture, patient satisfaction, and competitor impact and positioning**. In addition, one-on-one interviews with hospital leaders, surgeons, and referring physicians, ancillary services leaders and front line clinicians were conducted. A comprehensive **facility assessment** was also completed to understand patient throughput, technology integration, environment aesthetics, and positioning of existing services.

Addressing Program Needs:

Through the development of a comprehensive program plan, Corazon and YRMC identified key action items to support the overall success of a new comprehensive spine care program:

- Design a **physician recruitment strategy** to expand spine service offerings;
- Develop a framework for a **fully-integrated delivery model** to enhance patient satisfaction and improve clinical outcomes, maximizing patient capture;
- Implement **patient navigation processes and protocols** with the goal of streamlining throughput and ensuring appropriateness of care;
- **Add complementary services** not already in place at YRMC, including:
 - Programmatic and fully-integrated pain management services;
 - Partnership with outpatient rehab services;
 - Physiatry services; and
 - Improved PT/OT with specific emphasis on spine and neurosciences treatment plans.
- Initiate a **capital improvement plan**, including upgrades to imaging equipment, operating suites, and patient care areas (all of which benefit multiple service lines);
- **Incorporate spine outcomes** into YRMC's quality and performance improvement program;
- Develop a **physician advisor panel** to improve communication and care coordination; and,
- Establish a formal **quality program and dashboard** to evaluate ongoing performance, coupled with a robust **financial reporting system** to provide real-time feedback and data to administrators and physicians to assist in managing optimal program performance.

“With **Corazon’s expertise and specialized study** of our medical center, we now have a great **implementation road map** for expanding service capabilities that are needed to **best care for our community**. Everyone from the RNs to Administration to the physicians was very impressed with the Corazon consultant’s knowledge base and **ability to facilitate good communication and discussions.**”

Larry Burns, Jr., COO
Yavapai Regional Medical Center

The Results:

Following completion of the initial plan, YRMC retained Corazon’s services to assist in overseeing the implementation of the recommendations outlined in the comprehensive evaluation. Only one year after the spine program development was completed, YRMC had already achieved several positive outcomes within its region:

- **Market capture increase of 70%** for spine and other key cases, including significant capture of outmigration cases;
- An overall **improvement in patient satisfaction scores** attributed to the focused review and revision of patient experience and care standards;
- **Savings of over \$2 million** through a coordinated capital upgrade program;
- **Successful recruitment** of a full-time neurosurgeon with sub-specialty expertise in spine;
- Enhanced cooperation among the existing orthopedic spine surgeons to create a **unified program with full physician support**;
- Improved **quality and outcomes benchmarking** and reporting; and
- **Differentiation of the YRMC program from regional competitors** due to a demonstrated high level of performance that was emphasized through marketing campaigns.

Corazon continues to work closely with YRMC on a number of projects, including multiple successful physician recruitment efforts and the current development of an electrophysiology program. Corazon applauds the YRMC team on its ability to provide focused and dedicated effort to the achievement of programmatic goals and enhancements.

*To further discuss this or other spine, neuroscience, or orthopedic program development projects,
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