

Corazon assisted Portneuf Medical Center (PMC) in Pocatello, ID in the development of a strategic growth plan for the cardiovascular program with focus on the existing Open Heart Surgery program's sustainability.



Problem Identified

Due to decreasing volumes in Open Heart surgeries, PMC contemplated the viability of their OHS program. However, prior to making a definitive decision, PMC's leadership contacted Corazon to conduct a thorough assessment of the program to identify the underlying issues. Despite the program's reputation for excellence and the presence of a highly skilled cardiovascular surgeon, a detailed evaluation and plan was deemed necessary.

Corazon Intervention - The Strategic Plan

Corazon carried out a strategic plan for the entire cardiovascular line, focusing on Open Heart Surgery. Portneuf had the support of a highly skilled Cardiovascular Service Line Administrator and Quality Director during this initiative. By utilizing Corazon's research alongside Portneuf's robust in-house analytics reporting, the assessment identified a trend of cardiovascular procedures leaking to neighboring states. Simultaneously, the financial data validated that the open heart reimbursements were well above national averages **so, what happened?**

Solution & Recommendations

Corazon's research uncovered that any mechanisms connecting community physicians and cardiologists were limited. Key factors included limited staffing impacting scheduling. As a result, patients were being referred or seeking these procedures out of state because of these restrictions. Based on these findings, Corazon recommended the following 4 pillars with detailed action items to begin rebuilding the program:

- Refine the Cardiovascular Service Line Structure
- Optimize Current Operations
- Re-establish Community Support
- Cardiovascular Program Growth Initiatives

Outcomes

Following Corazon's plan, Portneuf Medical Center experienced a significant surge in both cardiovascular volumes and revenue. By incorporating nearly 80% of Corazon's recommendations in the first 6 months, the hospital has observed the following positive changes:



The Contribution Margin for CV services has increased by **21.6%**, with the total CM rising by **26%** since 2020.



The number of Open Heart Cases has **increased to 90-100**, nearly doubling the previous volume in less than 1 year.



Cardiovascular staff turnover has decreased to **from 27% to 18.5%** and continues to fall.



A 2nd **Cardiovascular Surgeon** and an **Interventional Cardiologist** were recruited.

Conclusion

Corazon successfully concluded the project with PMC within the set budget and timeline, all thanks to Corazon's skilled consultants and Portneuf's committed cardiovascular team. This collaboration highlighted areas of improvement in their CV program, leading to prompt adjustments in processes to ensure the cardiovascular program's longevity and effectiveness. PMC has been actively implementing Corazon's recommendations and has observed a significant rise in both patient volume and profitability.



"We received a cohesive set of recommendations from Corazon and their outside expertise was invaluable in determining an actionable plan for our cardiovascular program."

- Jordan Herget, CEO, Portneuf Medical Center