

# Creating Value from Day 1: Seven Steps for a Successful Start

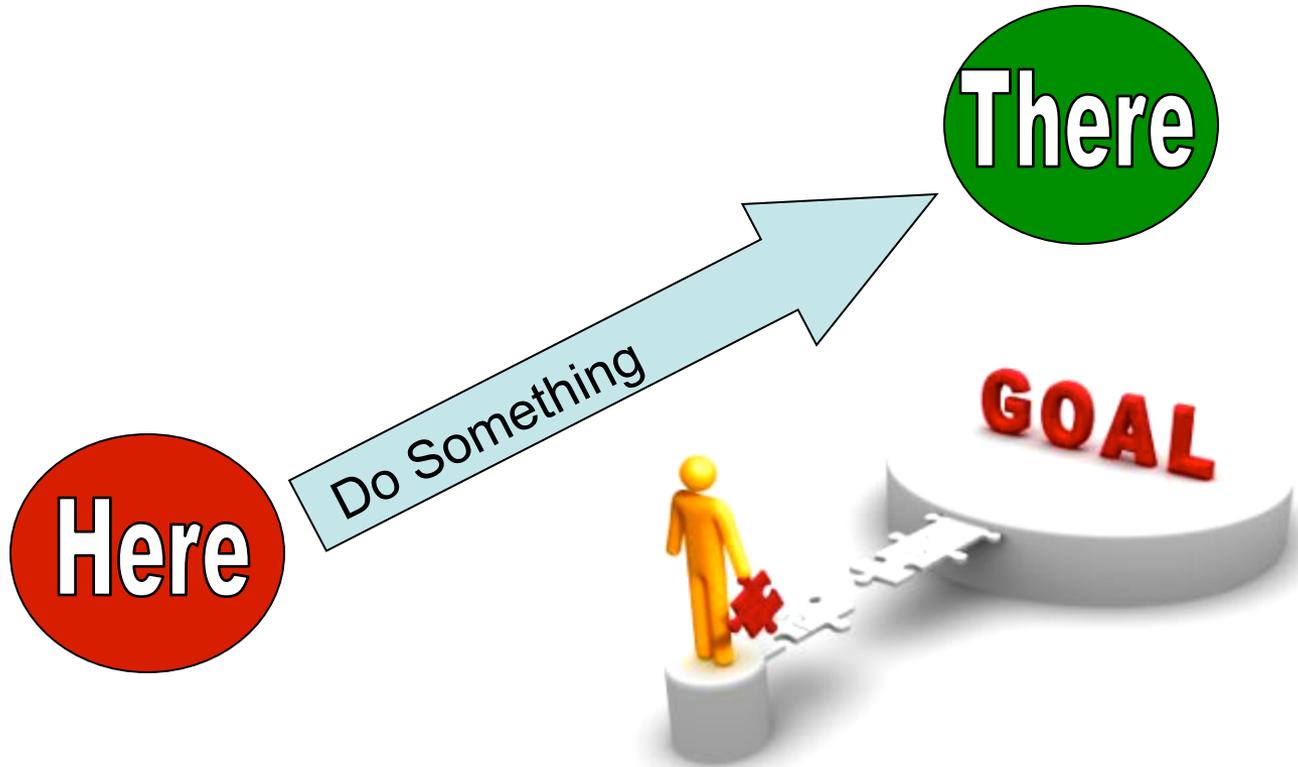
David A. Zvara, M.D.  
Professor and Chair  
University of North Carolina  
Chapel Hill, NC

# Seven Steps

- Establish you “dot”
- Value your business manager
- Outline a new CME plan
- Understand your manpower model
- Manage the business
- Invest (a lot of) time in your people
- Navigate local politics
- Under promise and over deliver

# Number 1: Pick a dot (and move it).

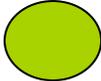
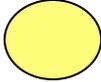
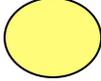
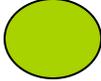
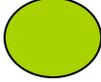
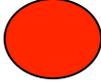
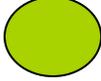
**Outcome variable**



**Time**

# At UNC we use the SAAA Data

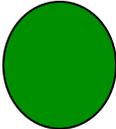
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- Total Revenue per FTE..... 
- Research revenue per FTE..... 
- Expenses per FTE..... 
- Units billed per FTE..... 
- Average charge per unit..... 
- Average collection per unit..... 
- Anesthesia units per site..... 

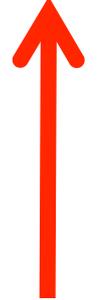
...and we give ourselves a grade.

**2010 NIH Dollars by Anesthesiology Department (June 2010)**

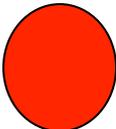
1	UNIVERSITY OF CALIFORNIA SAN FRANCISCO	\$9,103,345
2	WASHINGTON UNIVERSITY	\$8,072,185
3	UNIVERSITY OF PENNSYLVANIA	\$6,175,862
4	COLUMBIA UNIVERSITY HEALTH SCIENCES	\$4,953,465
5	UNIVERSITY OF PITTSBURGH AT PITTSBURGH	\$4,883,690
6	JOHNS HOPKINS UNIVERSITY	\$4,722,176
7	UNIVERSITY OF CALIFORNIA LOS ANGELES	\$4,644,225
8	MEDICAL COLLEGE OF WISCONSIN	\$4,463,810
9	UNIVERSITY OF ALABAMA AT BIRMINGHAM	\$3,684,466
10	UNIVERSITY OF MICHIGAN AT ANN ARBOR	\$3,649,387
11	STANFORD UNIVERSITY	\$3,603,025
12	UNIVERSITY OF WASHINGTON	\$3,570,363
13	YALE UNIVERSITY	\$3,312,120
	UNIVERSITY OF TEXAS MD ANDERSON CAN	
14	CTR	\$3,096,384
15	VANDERBILT UNIVERSITY	\$2,816,421
16	UNIVERSITY OF CALIFORNIA SAN DIEGO	\$2,788,466
17	UNIVERSITY OF CHICAGO	\$2,733,030
18	DUKE UNIVERSITY	\$2,608,044
19	UNIVERSITY OF CALIFORNIA DAVIS	\$2,392,782
20	UNIVERSITY OF MARYLAND BALTIMORE	\$1,891,438
21	UNIVERSITY OF IOWA	\$1,838,159
	WAKE FOREST UNIVERSITY HEALTH	
22	SCIENCES	\$1,835,591
23	UNIVERSITY OF FLORIDA	\$1,788,409
24	UNIVERSITY OF ROCHESTER	\$1,752,422
25	OREGON HEALTH AND SCIENCE UNIVERSITY	\$1,674,416
26	WEILL MEDICAL COLLEGE OF CORNELL UNIV	\$1,512,596
	UNIVERSITY OF TEXAS MEDICAL BR	
27	GALVESTON	\$1,494,229
28	UNIVERSITY OF CINCINNATI	\$1,454,409
29	UNIVERSITY OF WISCONSIN MADISON	\$1,425,018
30	DARTMOUTH COLLEGE	\$1,170,023
31	UNIVERSITY OF ILLINOIS AT CHICAGO	\$1,033,042
32	UNIVERSITY OF VIRGINIA CHARLOTTESVILLE	\$993,911
	UNIV OF MED/DENT OF NJ-NJ MEDICAL	
33	SCHOOL	\$969,089
34	UNIVERSITY OF UTAH	\$964,533
35	UNIVERSITY OF CALIFORNIA IRVINE	\$942,713
36	EMORY UNIVERSITY	\$851,283
37	BAYLOR COLLEGE OF MEDICINE	\$805,515
	STATE UNIVERSITY OF NEW YORK AT	
38	BUFFALO	\$792,367
39	STATE UNIVERSITY NEW YORK STONY BROOK	\$698,391
40	UNIVERSITY OF COLORADO DENVER	\$612,328
41	UNIVERSITY OF MIAMI SCHOOL OF MEDICINE	\$601,911



← 20th



← 36th



**UNC Anesthesiology Research NIH Funding By Year**



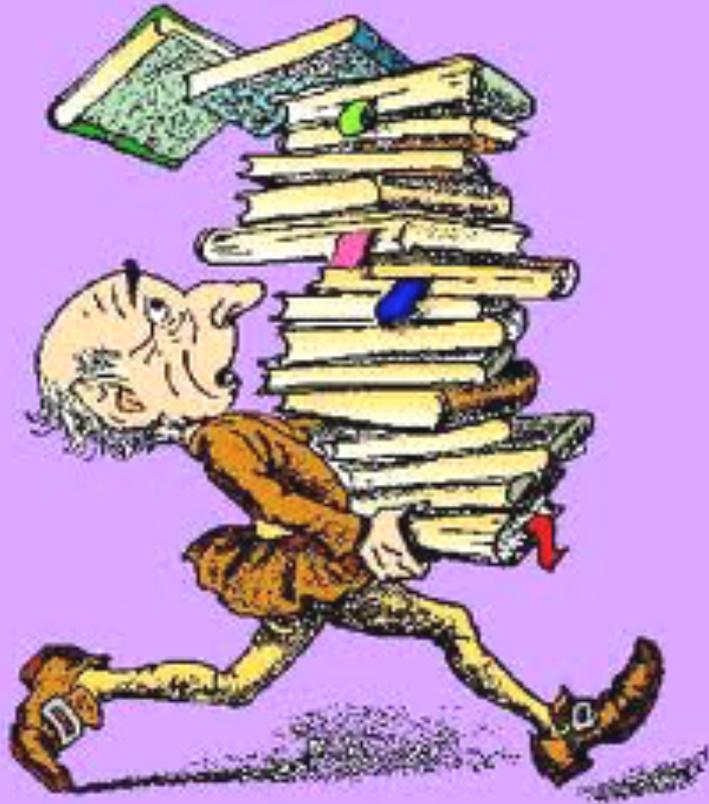
236% Increase  
Since 2009



# Value your Business Manager

- Do not hire a business manager. Hire the right business manager.
- Be patient with this decision.
- He or she is your “Chief of Staff”.

# Establish a new CME Plan



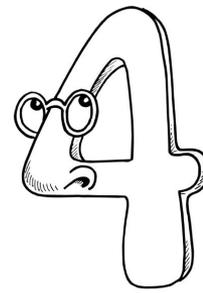
- Select a Library
- Visit “index” programs
- Attend CME events

3



three

# Understand Your Manpower Model



- What is reasonable work loading?
- How many shifts do you have? Count the noses.
- How is a shift defined?
- Why is this important?

# Using our Manpower model, I know...



- We have 8678 clinical shifts in the General OR. This requires, exactly\* 46.16 eFTE contribution.
- We staff 98,116 hours of CRNA care
- In the last three years, we have lost an average of 233 clinical days (1.24 eFTE) to illness and FMLA

# Manage Expenses and Revenue



**Number 5**

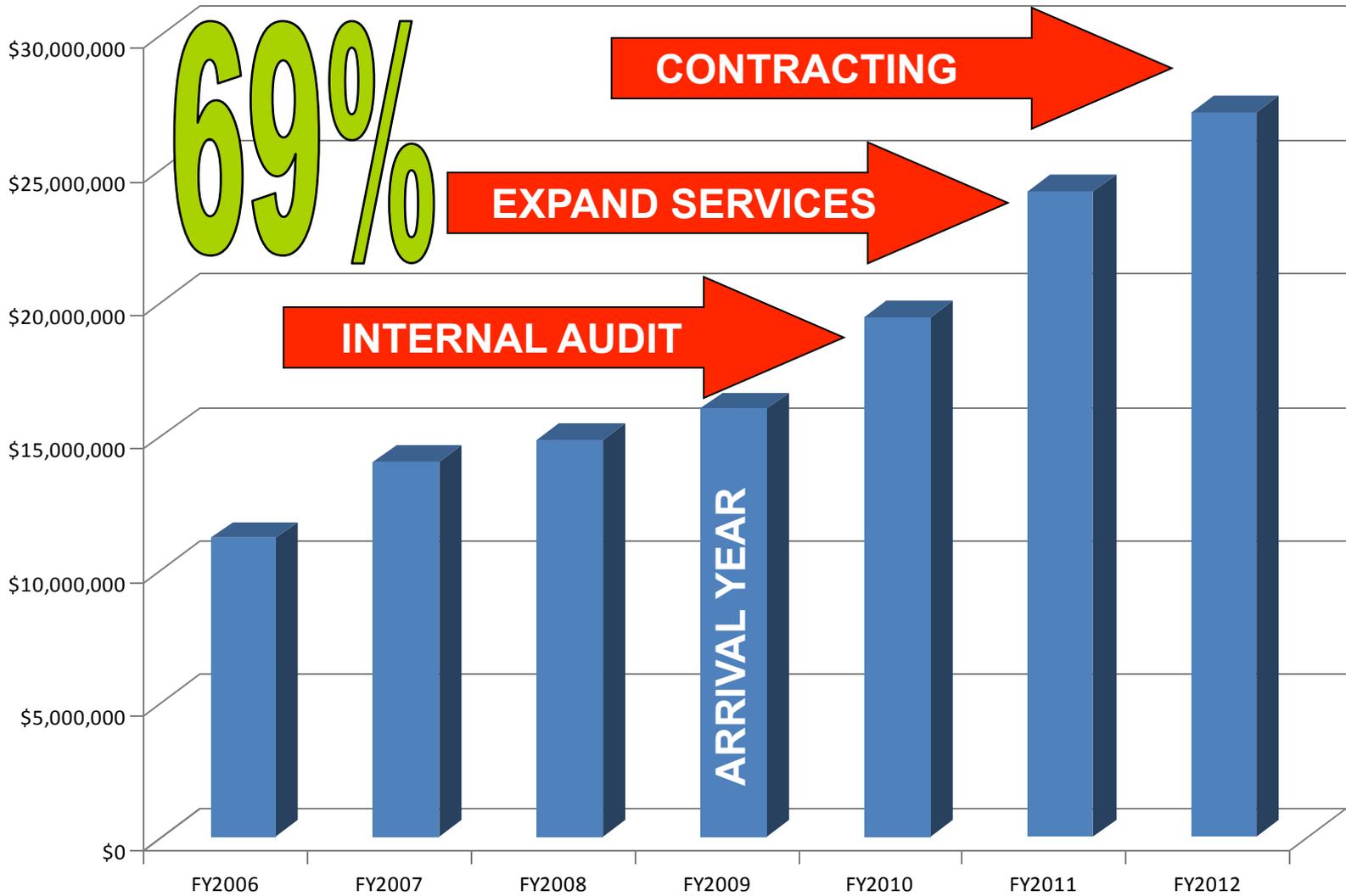
- Internal audit
- Review your managed care contracts
- Quantify everything
- When spending: don't be afraid, be smart

# What' d we find, Sherlock?



- We were *charging* what others were *collecting*.
- Poor communication with billing agent.
- 1/3<sup>rd</sup> the collections in the ICU (charting).
- No productivity incentives.
- We owned a van.

# Anesthesiology Clinical Income By Fiscal Year





Invest  
(a lot of)  
time in  
your  
people

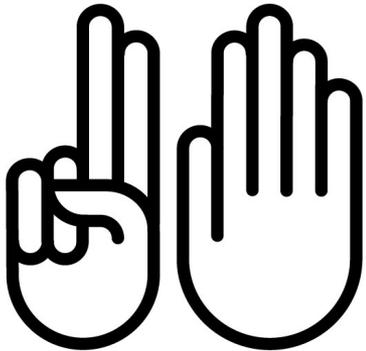
# Navigate Local Politics

**POLITICS:**  
(päl'ə tiks)

from the Latin “poly”  
meaning *many*,

and “tics” meaning

*blood-sucking  
parasites*



<http://www.ontimebaths.com/guarantee/>

<http://idyaisme.blogspot.com/2011/02/dear-diary-lucky-number-7.html>

# Under promise....

8



8

# ...and over deliver.



# UNC ANESTHESIOLOGY

*Thank you  
and  
Good luck.*



