**Capital Project – Ophthalmology Business Plan**

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Since 2001 the number of Ophthalmologists on staff at Spectrum Health has decreased by 43%. There is concern that more Ophthalmologists will leave if skilled support staff and modern equipment is not procured. Further reductions of Ophthalmologists will put Spectrum Health’s emergency ophthalmology services at risk. To retaining the current staffing levels and attract new Ophthalmologists a business plan has been developed. One of the key strategies is to offer standardized care and specialized state of the art equipment at Butterworth Hospital and the East Paris Surgical Center.

Currently there are inconsistencies in the surgical ophthalmology services provided between Butterworth Hospital and the East Paris Surgical Center. Some procedures require specialized equipment that is only available at one site. Equipment deficiencies dictate where these procedures will be scheduled. The surgeons want to optimize their schedule and provide the necessary treatment to their patients shortly after their condition has been diagnosed. Surgeons become frustrated when surgeries are postponed or put off because the equipment is not available. Additionally, the current equipment has outlived its’ life expectancy and does not meet current technology standards.

To get the surgical ophthalmology program back on track five specific ophthalmology systems must be purchased. The addition of this equipment will offer state of the art technology and standardized care between Spectrum Health Ophthalmology Surgery Sites. The East Paris Surgical Center could be viewed as the leading ambulatory Eye Care Center in West Michigan.

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01. ACHIEVE PLANNED GROWTH – Spectrum Health’s’ goal is to become the best healthcare provider in the nation. Currently the surgical ophthalmology program is struggling to compete locally. To retain current volumes and attract more business it is necessary to offer the Ophthalmologists state of the art facilities and equipment, skilled perioperative support and easy access.

Spectrum Health has recently assembled and trained an emergency ophthalmology support team. The Ophthalmologists “on-call” are content knowing that if an emergency procedure is necessary they will have an ophthalmology specific support team to assist them.

The addition of high tech ophthalmology equipment will allow the Ophthalmologists to use modern techniques practiced in the profession which improve patient outcomes and reduce healing time. The equipment will allow flexibility when scheduling cases because the procedures can be performed at multiple sites. With updated technology, standardization of equipment and easy access, the Spectrum Health surgical ophthalmology service can grow and become a true competitor.

02. DELIVER EXCEPTIONAL EXPERIENCE – Providing surgeons with better scheduling flexibility, current technology and a skilled perioperative support team will improve physician satisfaction and trust. In addition, patients can expect to receive the best care with the latest technology soon after their condition has been diagnosed.

Most patients are anxious knowing they must have a surgical procedure. Some patients experience extra intimidation when they are forced to travel downtown for the procedure. The additional equipment would fully stock the outpatient ambulatory surgical center at East Paris. East Paris Surgical Center could be the leading ambulatory Eye Care Center in West Michigan. Procedures currently offered at Butterworth could be performed at East Paris Surgical Center. The ambulatory setting is more comfortable and reduces patient stress. Anxiety is reduced by offering the patient easy access, convenient parking and the smaller size of the facility is less intimidating.

03. DEMAND SUPERIOR QUALITY – New technology will improve the quality of care given to the patient. Modern ophthalmology equipment reduces the risk of patient injury, shortens surgery time and decreases patient healing time. Additionally, patients and surgeons will have their choice of facilities to receive treatment.

04. IMPROVE FINANCIAL HEALTH/OPTIMIZE SYSTEM PERFORMANCE – Spectrum Health is at risk of losing all ophthalmology market share and their level 1 Trauma status. There is concern the remaining ten Ophthalmologists on staff will leave Spectrum Health if skilled perioperative support staff and needed equipment is not provided. Spectrum Health Butterworth Hospital must be equipped to provide emergency ophthalmology service in the event of an emergency.

Rumors of Dr. Hassan leaving Spectrum Health are circulating. Dr. Hassan insists on only using the Sonopet for specific procedures. The vendor has been accommodating by allowing us to use a Sonopet on a trial basis. Spectrum Health must make a commitment to purchase a Sonopet soon.

05. MAINTAINS ROUTINE INFRASTRUCTURE – The new equipment will allow Spectrum Health to offer a full line of ophthalmology services at Butterworth Hospital and East Paris Surgical Center. Four of the items requested will replace units that are out of support and obsolete. The Sonopet is new technology that will replace a “work around” that the surgeons have developed. The Sonopet reduces the risk of patient injury, shortens procedure time and allows the surgeon precision during delicate procedures. Below is a description of each device.

The Accurus is used by retinal surgeons to do vitrectomy procedures. The system at Butterworth is old and unreliable. Vitrectomy cases have been delayed, rescheduled and/or canceled due to failure.

The Infiniti Phacoemulsification offers a new method of removing cataracts by using ultrasound and mechanical oscillation to break up the cataract faster. A small ultrasonic probe is inserted into a small incision on the edge of the eye. The probe gently breaks the cloudy lens into small pieces and suctions the cataract particles out of the eye. The newest models have built in safety features that reduce the risk of corneal burns. East Paris Surgical Center has used the Infiniti Phacoemulsification system since 2004. Purchasing a new system would standardize the care given between Butterworth Hospital and East Paris Surgical Center. Local competitors already have secured this new technology.

The RetCam II provides state-of-the-art wide-field pediatric retinal imaging. In just a few minutes an ophthalmologist can do an entire exam and document almost the entire retina with as few as 5 photos. Butterworth Hospital is using the Retcam I which does not have the precision to diagnosis and plan retina repair treatments. Purchasing this technology would position Spectrum Health above local competitors. Currently, pediatric patients are traveling to the east side of the state to receive this procedure.

Dr. Aaberg uses ultrasound to identify abnormalities on all of his pediatric cases. Spectrum Health only owns two of these devices but Ophthalmologists refuse to use the archaic device at Butterworth. As a result the newer unit is shared between sites. Moving the device is time consuming and inefficient.

The Sonopet is an ultrasonic surgical system used for microsurgery. Surgical procedure like lateral orbitotomies, dacryocystorhinostomies and removal of orbital tumors would immediately take advantage of a Sonopet. Spectrum Health does not own a Sonopet, to perform these procedures the surgeon has developed a “work around”. They currently are using a Cavitational Ultrasonic Surgical Aspirator (CUSA). The use of the CUSA for these procedures puts the soft tissue at risk as well as the dura lining the brain. A Sonopet reduces tearing and/or shearing of the soft tissue, shortens the length of the procedures by 30% and provides better patient outcomes. If a Sonopet is purchased Ophthalmologists would perform these outpatient procedures in the East Paris Surgical Center.

06. STRENGTHEN PHYSICIAN AND STAFF RELATIONSHIPS – State of the art tools allow the Ophthalmologists to provide patients with the best technology available. Providing the appropriate equipment at each site will allow them the flexibility to schedule and provide services based on what is convenient to the patient and the surgeon, not restricted by the equipment. Physicians will realize that Spectrum Health truly is committed to being the best healthcare facility in the nation.

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ISSUES:

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01. REPLACEMENT ITEMS – The Accurus will replace the ten year old unit that is currently being used. The Infiniti will replace the obsolete Alcon device. The new Inifiniti will be sent to East Paris where it will be fully utilized, the existing Inifiniti will be moved to Butterworth where it is utilized less but important to keep on hand. The Retcam II will replace the Retcam I purchased several years ago. The Ultrasound will be added to the inventory at East Paris Surgical Center for Dr. Aaberg’s outpatient cases.

02. PHYSICIAN REQUEST – These requests have come from the Ophthalmologists via Dr. Tom Aaberg, Ophthalmology Section Chief. There is great concern by the ophthalmology physicians that more Ophthalmologists will leave Spectrum Health if skilled perioperative support staff and needed equipment is not provided and/or maintained. Current technology is needed to bring new Ophthalmologists to Spectrum Health and to keep the remaining Ophthalmologists on staff.

03. COMMENTS ON REVENUE GENERATION – Purchasing these five items will support future growth of the ophthalmology business. There is concern that Spectrum Health will lose all ophthalmology business to local competitors if nothing is done.

04. COMMENTS ON EXPENSE ASSUMPTIONS – All quotes secured/reviewed by Deanna Ringelberg, Supply Contract Administrator, and Spectrum Health.

05. WHAT IF PROJECT IS NOT FUNDED? – If this project is not funded Spectrum Health risks losing more Ophthalmologists and not being able to provide trauma care at Butterworth. There is genuine belief that Dr Hassan will not use Spectrum Health Surgical Services if the Sonopet is not purchased.

06. WHAT ARE THE PROJECT ALTERNATIVES? – If the project is not approved Perioperative Services will pursue lease options. Perioperative Services will seek alternative funding for the Sonopet. The CUSA would continue to be moved across campuses and an annual cost of $13,000. Obsolete equipment will be used until it could no longer be pieced together.

07. WHAT OTHER DEPARTMENTS ARE AFFECTED BY THE PROJECT? None

08. RISK FACTORS – Spectrum Health Butterworth is a level 1 Trauma Center and must be equipped to provide emergency ophthalmology service, without ophthalmology Spectrum Health will be putting this status at risk. In 2001 Spectrum Health had 23 Ophthalmologists on staff, since then 10 have left the program. The remaining Ophthalmologists do not want to take “call” as often as they do. If the equipment is not purchased and the surgeons are not satisfied others may leave creating a snowballing effect and the rest will follow suit. There are several other ophthalmology providers in the area. St. Mary’s Hospital, Metropolitan Hospital and several physician-owned surgical centers all offering surgical ophthalmology services that the physicians may be attracted to.

If new equipment is not purchased there is a risk of the old equipment breaking down and cases being canceled.