

**CASE STUDY PREVIEW**  
for U.S. Health care providers

# How AdventHealth Approached Cardiovascular ASC Strategy

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Flexible partnerships and services to meet changing needs

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# Overview

## The challenge

Ambulatory surgery centers (ASCs) are an increasing priority for cardiovascular providers as they can offer a convenient and cost-effective surgery alternative for hospitals with capacity and reimbursement concerns. But to succeed, new ASCs must capture sufficient volumes, which is challenging for two reasons:

1. There is growing competition among traditional ASC providers, especially in states like Florida that have dissolved Certificate of Need (CON) laws. This makes securing and defending revenue a priority for organizations like AdventHealth, which operates in an increasingly fragmented ASC market.
2. Covid-19 shifted purchaser preferences and private equity interest in ASCs and care disruption. Specifically, consumers delayed or rethought elective care, payers encouraged alternate methods, and start-ups launched new products. This has added less traditional dimensions to ASC competition.

## The organization

AdventHealth is a Christian faith-based, non-profit health system with over 50 acute care facilities across 9 states, including 28 campuses in Florida.

## The approach

AdventHealth's Heart, Lung, and Vascular Institute adjusted their ambulatory strategy over the last three years to better contend with new competitors following the dissolution of Florida's Certificate of Need (CON) laws.

AdventHealth initially launched a hybrid office-based lab (OBL)/ASC, then tailored their CV ASC strategy to match new market and organizational needs.

## The result

AdventHealth projects a first-year capture of roughly 1,100 cases at each of its two new ASCs—including peripheral vascular, electrophysiology, and coronary services. This is in addition to the 19% increase in cases already projected at their initial CV OBL/ASC, where AdventHealth is a minority owner.

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# Approach

## The three strategies

Over the last three years, AdventHealth honed their ASC strategy in three ways to better meet health system goals and address competition:

**01** Use partnerships for expedited entry

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**02** Proactively plan and iterate for flexibility

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**03** Shift management structure to match system goals

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# 01 Use partnerships for expedited entry

One strategy that AdventHealth employs is partnering with physician groups and management companies to launch ASCs. This allows AdventHealth to reduce start-up costs and leverage existing community relationships as they expand into new market areas.

For example, AdventHealth partnered with 12 independent cardiologists in 2019 to open a hybrid OBL/ASC. While these physicians had previously approached a different health system, that organization was unwilling to take a lower equity stake. AdventHealth decided to prioritize establishing a relationship with these physicians over higher equity to both expand their network and protect HOPD volumes that could have otherwise shifted to competitors. As demand for outpatient services and competition continued to increase, AdventHealth turned again to physician group partners to expand their footprint.

Most recently, AdventHealth has partnered with different physician groups in Florida to establish an ASC-only site. AdventHealth bought equity in a multidisciplinary ASC and added CV services with new local, expert cardiovascular partners. Given the success of this first ASC-only site, AdventHealth is developing plans to leverage physician partnerships to open additional ASCs with CV focus via physician partnerships.


# Results

## How we know it's working

AdventHealth measures the success of their ASC strategy by site volumes, patient outcomes, and dividends.

In one center, AdventHealth is tracking impressive quality metrics, including 100% aspirin prescribed at discharge, 100% statin prescribed at discharge, and 92% pre- and post- procedure creatinine. In the same center, leaders project to complete 19% more cases in 2022, including peripheral vascular, electrophysiology, and coronary procedures.

While AdventHealth's other ASC strategies are ongoing, the initial volumes and other results are promising enough to warrant expansion.

AdventHealth's second ASC has primarily focused on electrophysiology but offered some cardiac care. Due to initial success and market needs, leaders are building a larger multidisciplinary site in the market. 





1. People ages 16 and older, 319,145 out of 384,000 total citizens.

Sources: "Hywel Dda – Our Big NHS Change," Hywel Dda University Health Board, 19 April 2018, [wales.nhs.uk/sitesplus/documents/862/bc-mainconsultationdocumentversion1.pdf](https://wales.nhs.uk/sitesplus/documents/862/bc-mainconsultationdocumentversion1.pdf); Hywel Dda University Health Board, Wales, UK; "Hywel Dda uses fictional family in healthcare scenarios," *BBC News*, 31 January 2018; Hywel Dda University Health Board; Advisory Board interviews and analysis.

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