How do you build—and better yet, grow—a financially stable, high-performing ambulatory surgery center (ASC) in today’s seismic healthcare landscape? It’s the question many physicians, business owners, and healthcare systems ask both themselves and just about anybody else who may have insight. With so many stakeholders investing so much in success, the
Meet someone who knows what it takes to build a successful ASC.

Prashanth Bala is the Vice President of Ambulatory Surgical Services, a large regional system with a superb reputation for quality care and excellent diagnostic skills. With four thriving ASCs and more under construction, Shields has placed unprecedented emphasis on a perhaps underrated strength to build a successful ASC—partnership.

A major academic hospital approached Shields to build and run an outpatient facility. It had the potential to be an awesome challenge. Shields was able to cement a group of partners with unique skill sets that could be leveraged to create an almost unprecedented operation that realized profits while simultaneously improving access to care and value to patients. Physicians, support staff, equipment vendors, and financial services partners were selected, in part, for their willingness to accept risk and an entrepreneurial mindset that complemented the partnership’s goals.

Based on that successful formula, Shields was able to build two more ASCs that each turned a profit within the first two years of operation.

Find the right partners

“Shields has always been at the forefront of what’s next in order to improve the quality of care,” says Bala. “If we’re going to partner on high risk, we want to make sure that it delivers the highest quality care.”

With that as a benchmark for partnership, Shields visited the search to those partners who not only subscribed to the overall goal of delivering excellent patient care, but to those who were also willing to adopt an entrepreneurial mindset those who could bring an unexpected capability to impact the operational, clinical, and financial aspects of the ASC. Essentially, they looked for those who could bring an unexpected capability to impact the operational, clinical, and financial aspects of the ASC. Mr. Bala and his team gathered physicians, vendors, and staff who fit their carefully defined criteria.

- Physicians are encouraged to take an ownership attitude when it comes to equipment selection and operations. It’s in their best interest to build a stronger bottom line without sacrificing quality of care.
- Staff become stewards of efficiency. They are encouraged to streamline workflows and pioneer better processes while maintaining an exceptional level of care.
- Vendors are chosen based on their willingness to create opportunities to minimize initial investment and maximize their investment in a long-term relationship. “Coming up with financing strategies or no-cash outlay strategies is what’s going to set vendors apart from those that just need cash today,” says Bala.

With the right partners in place, an ASC is free to function without the usual roadblocks of waste, delays, and inefficiencies. “We have that cultural DNA that allows us to optimize the essence of an ASC,” says Bala.
Leverage the unique strengths of your partners

Y ri sj xli qsvi ts{ivjyp ewtigxw sj tevrixvw1mt is hmzivwmx } sj efpmx } O egl tevrix qe} fi irkekih based on its core strength, but it may also bring additional capabilities to the table. Those getefmpxmwiw ger pih xs kvs{xl jsv xli irxmi K JM Shields recognized that early in the development of its Medford ASC. “Medford has predominantly orthopedics, everything from joints and spine all the {e hs{rxslerhgewi} erh jssx erheropL yx {i epwsleziOX ^{liv{ivirisxhsrmrxlexer}} ^{livi ipwi vmklx rs{ ai glswi xs hs xlex mr Wihjsvh figeywi xlexw epskmgep wxtfewihsr ls{lezi mr xlex qevoix erh syl tevrixw xli)} jw{mxlmr xli weqi jegmpxmwiw i rs{ lezi xlvii hmjjiwirx wgtgempwmwiw xlex viepp} lipty hvmzi {lexw rihih mr that community,” says Bala.

That kind of diversity of capability runs over into jlmiphw% zirhsvviexmrsrw1mtthew {ipp}ilmiphwlewglswir QO Riepxlgevi ew mxw mqekmrk iuymtqirx wytpmiv jsy mxw K JMpsgexmsrw “ll% zivipmihrsQ OR iepxlgevi% wefpmx} xs litympmyzmefpik MxlvsklQORiepxlgevi Riepxlgevi Pmrregmep jivzmgiw% OQORP]1mrzrixmszi iuymtqirx ergmrkwvwxygxyviwerhzspytvmgmrkifrpmrkJlmiphw xsrezmkexi xli ëw} jevw sj stëvexmsr {mxl ps{ mrmxmep cash outlays.

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Think beyond traditional ærgmrkwisyvgiw

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It's more than just financing equipment. GE Healthcare financial services can also create connections. Leveraging its broad experience across hundreds of different healthcare and healthcare-supporting entities, a good healthcare financial services partner can put ASCs and potential partners together, even if it only remains the conduit for the connection.

GE HFS utilizes its deep knowledge and understanding of the healthcare industry to find creative and unique solutions. GE HFS can tailor financing terms that may be more favorable to an ASC's growth in the critical first few years, often devising “buy now, pay later” scenarios that help preserve capital.

“Our domain in the health care industry allows us to customize and create solutions that meet very specific client needs,” says Mark Lombardi.

From the Northeast to the deep South—How GE Healthcare connected Shields across the country.

GE HFS hosted an event in Nashville where a panel of healthcare companies, including Shields, were able to discuss the challenges and successes each encountered in building an ASC. The panel covered the horizontal and vertical expansion of their companies, including the most efficient ways to serve patients, maximizing the patient experience, and using technology to increase profitability. Ultimately, Shields was able to use the shared intelligence to impact its long-term plans and strategies.

What healthcare financial solutions can do

Plus, as a long-term partner to an ASC, HFS can help design a plan that not only provides funding but also helps ASCs to grow. HFS can work with ASCs to design and support standardization efforts that can dramatically affect efficiency and profitability.

Overall, the biggest assets an HFS company can offer a growing ASC are its flexibility, ingenuity, and eagerness to complement their entrepreneurial spirit.
GE Healthcare is proud to be a part of the ongoing Shields ASC success story. We enthusiastically work with Shields to add our capabilities as both an imaging equipment supplier and an eager financial services strategist, and we offered a willing hand in getting Shields’ ASCs built and flourishing.

When you are ready to start building your ASC, give us a call.

Finally, players should be cautious of what challenges they may face in their spaces. Identify where opportunities that may strengthen your operations exist. Pinpoint the roadblocks you may face in your

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Services as your holistic partner to:

- Secure essential equipment now and pay later.
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One last piece of advice from Mr. Bala—

“Put a lot of time and attention and choose the right partner that’s going to help you get payer contracts done correctly. If you don’t have good contracts, you’re always going to be playing catchup. It doesn’t matter how many patients you see. So, put epsxsxjxmerhiavxmrzxslxexepsrk {mxi} everything else we’ve done—with vendors, {mxi}ær{ermrk {mxxl}lvmk}xw{xeq}lsswmrk the right physician, the right procedures, the right specialty, and so on.”

“If you’re going to take volume out of the hospital and put it into an ASC, you’re on average losing about 50% of revenue \textsuperscript{1}ex%w something people need to first understand, the reimbursement.”

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ASC, give us a call.

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Shields ASC success story. We enthusiastically work with Shields to add our capabilities as both an imaging

Visit our {ifwmxi} to learn more.