

## Recipe for Success:

### *Organization and Oversight*

The first and essential step to organizing a successful surgery center venture is exactly that — organizing. Often the parties in a start-up approach this critical beginning by simply implementing: choosing a name, filing to become an entity, and having an agreement drafted on rights and responsibilities of ownership.

These are part of organization, but the key additional challenge is determining how diverse individuals, trained, accustomed to, and highly competent in, independent decision-making and action will function together as a group.

*How will capital and strategic matters be determined? What constitutes policy versus ongoing supervision? Who makes hiring and disciplinary decisions? Does leadership emerge through an effectively functioning Board or by default or domination?*

Having a blueprint for true governance often distinguishes centers that grow and evolve proactively rather than reacting to issues.

Whether the surgery center is to be entirely physician owned or a hospital/physician joint venture, a knowledgeable management company can be an indispensable outside resource for perspective on these and other issues. Armed with baseline information, the group not only can select the most appropriate legal forms of operation, but can forge consensus on near-term and longer solutions.

Even if the management company is not involved in turnkey operations, it can offer an objective view as a non-voting Board advisor and facilitator. In that capacity, the management group can help shape and evolve a governance structure that contributes to quality, patient and staff satisfaction, and optimal return on investment.

— Justine B. Corday, chief development officer, Physicians Health Resources (PHR)

# 2007 Management Guide

Directing Your ASC Toward Success

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