



Growing surgical volume through operational efficiency

A case study featuring Methodist Healthcare, San Antonio, Texas

Challenge

With increased market demand and preference for minimally invasive surgical options, Methodist Healthcare sought to improve not just the expansion of minimally invasive care options, but also the entire experience for both surgeons and patients as a means to grow programmatically and attract top talent to the market – ultimately leading to increased surgical volume.

Solution

Create preference through introduction of new distributed processes and investments in the latest technology and equipment to attract and retain the best multi-site care teams.

Results

By utilizing data, education, and training to drive operational efficiency, Methodist Healthcare grew surgical volume significantly (19% increase in total annual procedures from 2016 to 2019), attracted an even greater share of procedures from highly desirable “marquee surgeons,” and moved total procedure market share from 34.1% in 2016 to 40% in 2019.¹



¹Based on 2016 and 2019 IQVIA data

Expanding access for providers aims to advance patient outcomes

Improving the surgical experience for providers and patients begins with a collaboration to identify the most pressing needs of the hospital system. Intuitive believes in working together to understand workflows, challenges, and opportunities by looking at the path of the intervention starting before the case, working through a procedure, and during follow-up after the case. Through this deep engagement and collaboration, Methodist Healthcare leveraged the programmatic approach and support services to evolve their minimally invasive offerings in pursuit of reducing recovery times and length of stay for patients while creating a desirable workplace for providers.



“Utilizing robotic surgery has allowed us to create a surgical experience that differentiates us from other healthcare systems. I absolutely believe that robotic surgery is a better option, [and] it helps us fulfill that mission [of] providing exceptional care.”

Allen Harrison, President and CEO

Methodist Healthcare, San Antonio, Texas

Facing the challenges of demand

San Antonio's Methodist Healthcare System began offering robotic surgery in 2008 at Methodist Hospital | Specialty and Transplant. To support the caseload growth between 2014 to 2016, the team added nine surgical staff to the robotic surgery program and two da Vinci surgical systems. Even with these investments in materials and additional surgical staff, existing workflows and practices struggled to manage the rising demand for robotically assisted procedures in gynecology, urology, and general surgery.

The robotic surgery team understood that the challenge of attraction and retention of talent was limiting its growth potential. Harrison wanted to create a specific effort to attract the "marquee surgeons," physicians who operate at multiple competing facilities for their practices.

"The biggest priority for us is making sure we are running an operating room that surgeons find appealing. That means providing exceptional care teams, ensuring efficient use of OR time, and investing in state-of-the-art equipment. We want to be the place where surgeons want to operate, where surgeons want to practice and want to bring their patients."

Allen Harrison, President and CEO

Methodist Healthcare, San Antonio, Texas





Well-managed resources are the best kind

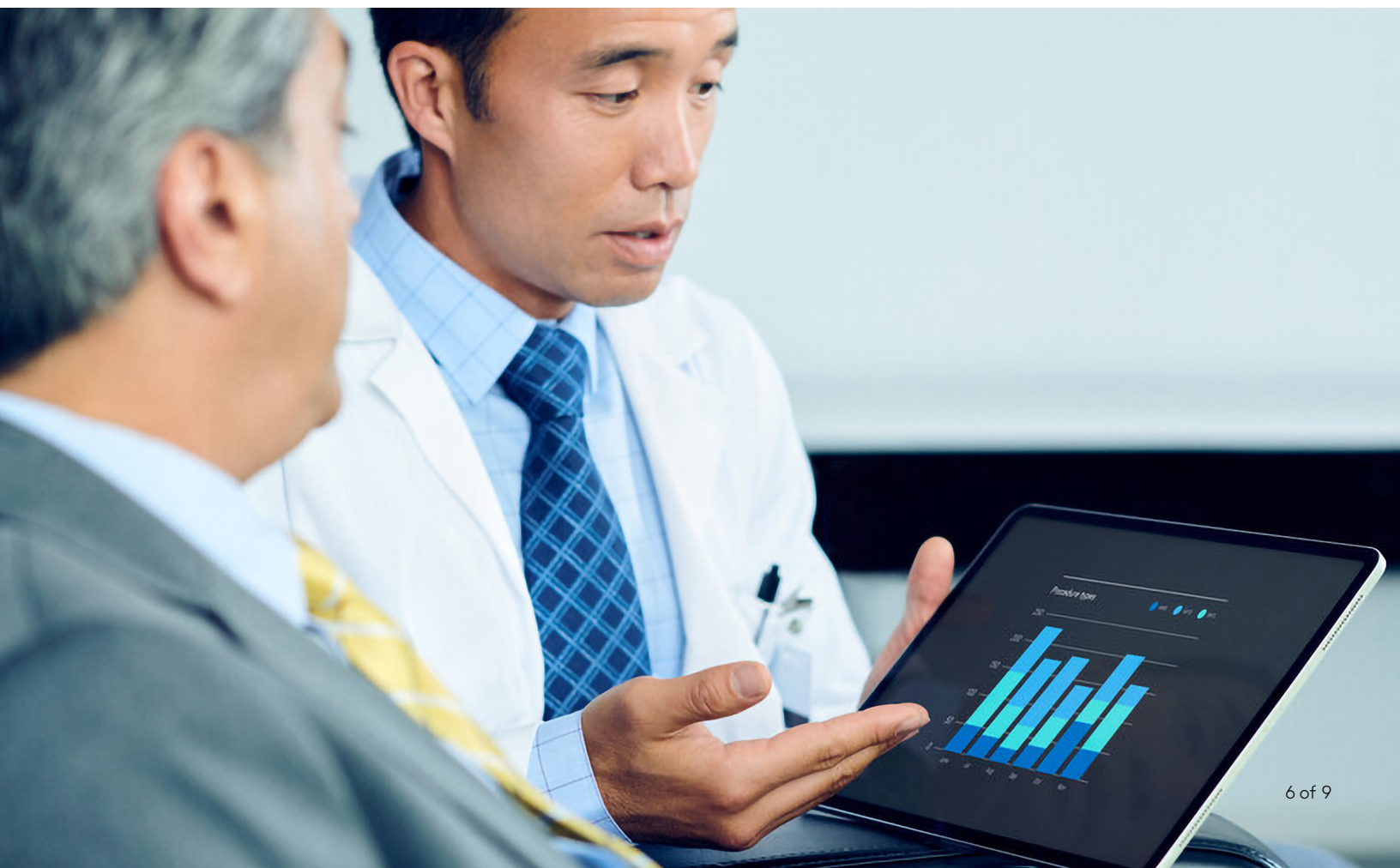
Some of the most challenging aspects to managing procedure volume and surgeon satisfaction are workflows and scheduling. These tasks, when performed efficiently, are a source of attractiveness; however, they can also be a source of frustration when inefficiencies exist. They are a significant consideration for surgeons deciding where to bring their patients.

Leaning into its established relationship with Intuitive, Methodist Healthcare was able to identify new approaches and opportunities to improve workflows, ultimately maximizing access to the health system's robotic technology and aligning with surgeon schedules, while maintaining their high patient safety standard. Along with operational consultative arms, Methodist Healthcare worked over a period of months to analyze efficiency data including operating room and turnover time, pre- and post-op efficiencies, and instruments utilized during procedures. These workflows were compared to best practices developed based on other health systems, inspiring a round of discussions and new opportunities for optimization including staff trainings, new workflows, and instrument standardization.

Throughout the process, Methodist Healthcare leveraged multifaceted offerings from Intuitive, relying on its experience from across clinical and marketing services as well as the consultative and data optimization teams, like MACA and Genesis. Through these collaborative efforts, Methodist Healthcare teams were able to achieve high-performance results in a short period of time.

Sustainable growth through surgical data

Combining Methodist Healthcare's own data and Intuitive's anonymized benchmark data from like health systems, the two organizations worked together to help formulate and implement several high-impact programs that instituted reproducible workflows and effectively managed the increase in surgical volume. These efficient, new practices created more opportunities for surgeons to train on robotics and significantly grew total procedure volume for the health system, all while maintaining its positive surgeon experience.





Improved practices, born from the collaboration between Intuitive and Methodist Healthcare, resulted in robotic surgical program growth from 3,353 robotic cases in 2016 to 6,199 robotic cases in 2019, a volume increase of 85%,¹ or a compounded annual growth rate (CAGR) of 23%, far outpacing the San Antonio market.²

40%

surgical volume market share¹

19%

increase in total robotic surgical volume²

In addition to the eight robotic systems purchased, in 2019, Methodist Healthcare had a roster of 141 surgeons performing robotic cases across more than six specialties, performing an average of 517 robotic procedures per month system-wide with its largest hospital averaging more than 260 procedures per month.¹

¹Based on 2016 and 2019 IQVIA data

²Based on internal Intuitive data



“Collaborating with industry supports achieving our goals. We continue to look for opportunities with Intuitive to improve the patient and provider experience. We see incredible potential to expand the programmatic approach to thoracic oncology with Ion and have already begun to see early results.”

Allen Harrison, President and CEO

Methodist Healthcare, San Antonio, Texas



The material presented represents the views and opinions of independent surgeons and their institution based on their practice and personal experience performing surgery with the da Vinci surgical system. Their experience may or may not be reproducible and is not generalizable.

Data has not been formally collected nor has it been published in a peer-reviewed journal. Intuitive has not verified or validated any data that is presented in this material.

This independent hospital executive has received compensation from Intuitive for consulting and/or educational services.

Important Safety Information

Serious complications may occur in any surgery, including surgery using the da Vinci system, up to and including death. Examples of serious or life-threatening complications, which may require prolonged and/or unexpected hospitalization and/or reoperation, include but are not limited to, one or more of the following: injury to tissues/organs, bleeding, infection, and internal scarring that can cause long-lasting dysfunction/pain.

Risks specific to minimally invasive surgery, including surgery using the da Vinci system, include but are not limited to, one or more of the following: temporary pain/nerve injury associated with positioning; a longer operative time, the need to convert to an open approach, or the need for additional or larger incision sites. Converting the procedure could

result in a longer operative time, a longer time under anesthesia, and could lead to increased complications. Contraindications applicable to the use of conventional endoscopic instruments also apply to the use of all da Vinci instruments.

For important safety information, indications for use, risks, full cautions, and warnings, please also refer to www.intuitive.com/safety.

Individual outcomes may depend on a number of factors, including but not limited to patient characteristics, disease characteristics, and/or surgeon experience.

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