

## **ABSTRACT: 2017 ELAM Institutional Action Project Symposium**

**Project Title:** Expansion of Academic Surgical Services Beyond a Primary Teaching Hospital to Include Private Hospitals in the Region

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**Mentor:** Steven Berk MD, Dean, School of Medicine and Provost

**Background, Challenge or Opportunity:** The Department of General Surgery has historically only offered clinical services at one designated teaching hospital. Expansion into the major private hospitals in the region offers significant growth potential for both clinical and educational missions while improving and diversifying our financial base.

**Purpose/Objectives:** To successfully negotiate contracts with (1) new freestanding Children's Hospital for pediatric surgical services, and (2) the largest private hospital in the region for acute care surgical services

**Methods/Approach:** 1. Initiate relationships by offering to cover call, which has been a significant need for both hospitals. 2. Recognize obstacles including prior animosity between academic and private entities, and address these directly and indirectly 3. Promote the well-developed performance improvement and benchmarking standards already in use by the department 4. Create cordial relationships with hospital administration and build mutual trust 5. Demonstrate benefits of this program to private community surgeons already working in these hospitals 5. Present viable proposals that pre-emptively address stakeholder concerns

**Outcomes and Evaluation Strategy:** Initial successful outcome defined by a signed contract; the pediatric surgical contract has been signed and services start April 1<sup>st</sup> 2017. The acute care surgery contract is in final stage of negotiation with the hospital; there is one other major competitor (a national company specializing in these services). Long term success will be defined as reaching the 3 year mark on each program with a successful clinical service, resident and student education and financial return, and having developed good relationships with hospital administration and community physicians that will lead to further growth opportunities.



Mentor: Steven Berk MD, Dean, School of Medicine and Provost  
Presented at the 2017 ELAM Leaders Forum

# **Expansion of Academic Surgical Services Beyond a Primary Teaching Hospital to Include Private Hospitals in the Region**

## **BACKGROUND, CHALLENGE or OPPORTUNITY**

The Department of General Surgery has historically worked at one designated teaching hospital. Expansion into major private hospitals in the region offers significant growth potential for both clinical and educational missions, while improving and diversifying our financial base.

### **OBJECTIVE**

### **APPROACH**

### **OUTCOMES and EVALUATION STRATEGY**

To successfully negotiate contracts with:  
(1) a new free-standing Children’s Hospital for Pediatric Surgical services, and  
(2) the largest private hospital in the region for Acute Care Surgery and Trauma services.

1. Initiate relationships by helping to cover call.
2. Recognize and address obstacles including prior animosity & mistrust between hospitals & with academic institution
3. Present viable proposals that pre-emptively address stakeholders concerns.
4. Promote performance improvement and benchmarking standards already in use by the department.
5. Create cordial relationships with hospital administration and build mutual trust, remain open to negotiation despite setbacks
6. Reach out to private community surgeons already working in these hospitals, aim for mutual benefit
7. Demonstrate leadership responsiveness to issues that arose in early phases

Initial outcome defined by a signed contract; the pediatric surgical contract was signed and service started April 1<sup>st</sup> 2017. The acute care surgery contract is in the final stage of negotiation; there is one other major competitor ( a national company specializing in these services).

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Long term success defined as successful clinical service, resident & student education and financial return by year 3, and having developed a good relationship with hospitals and community physicians that will lead to further growth opportunities.

