



“GYNECONOMICS”

VALUE BASED HEALTHCARE IN GYNECOLOGIC SURGERY

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Portland OR



pëarl
women's center



EVOLUTION OF OUTPATIENT SURGERY SUMMIT
WASHINGTON, DC
MONDAY OCT 15, 2018

1

Understand the numerous acronyms of the Value Based System

2

Develop an understanding of the factors impacting cost of surgical services in the U.S.

3

Identify ways to decrease cost of surgery

4

Understand the economic impact of Outpatient Surgery



**Things Are
Not Always
as They Seem**

“ObamaCare” “The ACA”

**Most significant overhaul in the US
healthcare system since 1965**

Introduction of Medicare and Medicaid

Provisions over ten years 2010-2020

**2409 pages (full length text)
974 page document (consolidated version)**



Extend coverage of health benefits to previously uninsured Americans



Lower cost and improve efficiency



Eliminate practices of rescission (retro denial) and denial due to pre-existing conditions

The US Leads the World in One Category

Cost

50% greater than any other industrialized nation



We spend more on healthcare for 325 Million people than India spends on everything for 1.3 Billion people

18% of our Gross Domestic Product GDP (\$3.2 trillion of ~\$18trillion)



Monetary **measure** of the market value of all the **final goods** and services produced in a period (quarterly or yearly) of **time**

Quality

37 of **191**

National Healthcare Systems



WIKI

“

Pay for performance or value-based purchasing is a payment model...with financial incentives for performance measures

”

CMS

“

Value based programs reward health care providers with incentive payments for the quality of care they give to people with Medicare

”

Value-Based Programs

	2008	2010	2012	2014	2015	2018	2019
Legislation Passed	MIPPA	ACA		PAMA	MACRA		
Program Implemented			ESRD-QIP HVBP HRRP	HAC	VM	SNF-VBP	APMs MIPS

LEGISLATION

ACA: Affordable Care Act

MACRA: The Medicare Access & CHIP Reauthorization Act of 2015

MIPPA: Medicare Improvements for Patients & Providers Act

PAMA: Protecting Access to Medicare Act

PROGRAM

APMs: Alternative Payment Models

ESRD-QIP: End-Stage Renal Disease Quality Incentive Program

HACRP: Hospital-Acquired Condition Reduction Program

HRRP: Hospital Readmissions Reduction Program

HVBP: Hospital Value-Based Purchasing Program

MIPS: Merit-Based Incentive Payment System

VM: Value Modifier or Physician Value-Based Modifier (PVBM)

SNFVBP: Skilled Nursing Facility Value-Based Purchasing Program

Alphabet Soup of Acronyms



**Shall We
Play A
Game?**

Strategy to Win

THE “GAME PIECES”

- ✓ **MACRA** is a piece of legislation, includes PQRS (quality reporting) CHIP (another legislative act)
- ✓ **MIPS** is “merit based incentive program”
- ✓ **APM** refers to Alternate Payment Methodology/Episodic Payment/Bundles

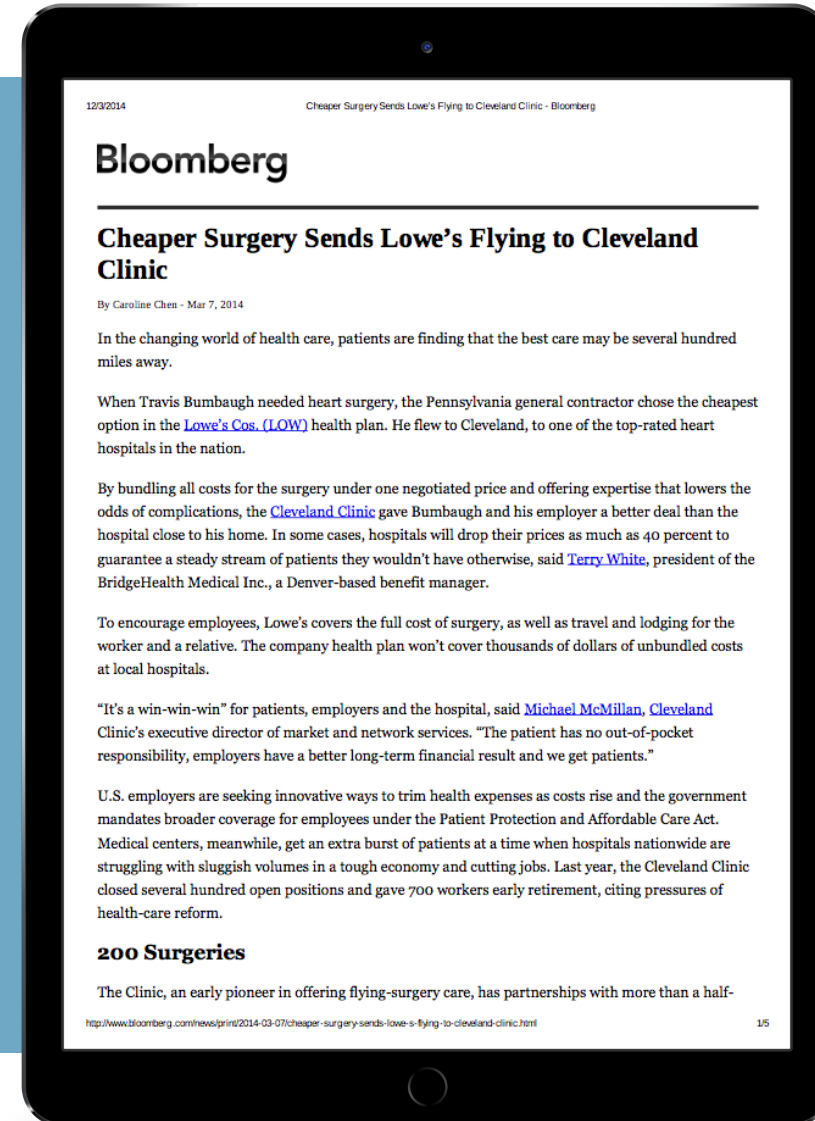
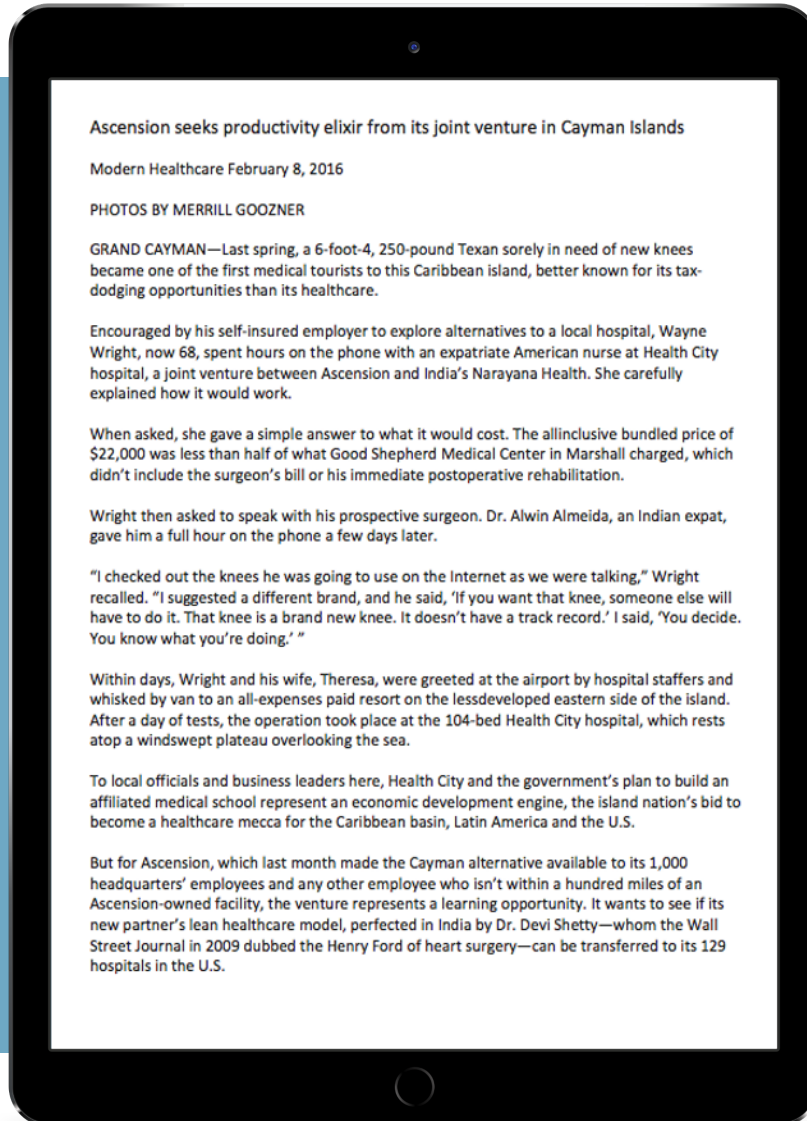
BILLING BASICS

- ✓ DRG (hospital) **APC** (HOPD) **ASC** (Amb surgical center)
- ✓ ~95% of Gyn surgical codes are billed as DRG, with some mixed in APC and VERY FEW ASC codes
- ✓ Bundle = facility + anesthesia + path + professional + pre/post/peri op



Nothing to worry about?





Walmart Expands Health Benefits to Cover Heart and Spine Surgeries at No Cost to Associates

Company's New "Centers of Excellence" Program is First-of-its Kind Partnering with Six of the Nation's Foremost Health Care Systems to Provide Better Care

BENTONVILLE, Ark., Oct. 11, 2012 – As health care costs continue to rise, Walmart is introducing a first-of-its-kind Centers of Excellence program that will offer its associates quality health care with no out-of-pocket cost for heart, spine, and transplant surgeries at six of the leading hospital and health systems in the U.S.

The six designated health care organizations include the Cleveland Clinic in Cleveland, Ohio; Geisinger Medical Center in Danville, Pa.; Mayo Clinic sites in Rochester, Minn., Scottsdale/Phoenix, Ariz., and Jacksonville, Fla.; Mercy Hospital Springfield in Springfield, Mo; Scott & White Memorial Hospital in Temple, Texas; and Virginia Mason Medical Center in Seattle, Wash. These organizations will give Walmart associates the opportunity to receive care at hospitals and medical centers geographically located across the country that specialize in heart, spine and transplant care.

"We devoted extensive time developing Centers of Excellence in order to improve the quality of care our associates' receive," said Sally Welborn, senior vice president of global benefits at Walmart. "We have identified six renowned health care systems that meet the highest quality standards for heart, spine and transplant surgery. Through these hospital systems, our associates will have no out-of-pocket expenses and a greater peace of mind knowing they are receiving exceptional care from a facility that specializes in the procedure they require. This is the first time a retailer has offered a comprehensive, nationwide program for heart, spine and transplant surgery."

The new Centers of Excellence program is being expanded from covering transplants, which began with the Mayo Clinic in 1996, to include treatment for certain heart and spine surgeries. Walmart's associates and their dependents who are enrolled in the company's medical plans will receive consultations and care covered at 100 percent without deductible or coinsurance, plus travel, lodging and food for the patient and a caregiver.

Patients must be healthy enough to travel for the surgeries. Four of the designated health care systems -- Cleveland Clinic, Geisinger Medical Center, Scott & White Memorial Hospital and

Virginia Mason Medical Center, will offer specific procedures for cardiac surgery that include open heart surgery for coronary artery bypass grafting, heart valve replacement/repair, closures of heart defects, thoracic and aortic aneurysm repair and other complex cardiac surgeries.

1/17/2016

Bundled payments: 28 things to know for spine, orthopedics & ASCs

Bundled payments: 28 things to know for spine, orthopedics & ASCs

Written by Allison Sobczak | January 15, 2016

12

Here are 28 things to know about bundled payments in orthopedics, spine and ambulatory surgery centers: pros and cons, and where they're headed.

Share

Tweet

1. Bundled payments, also known as episode-based payment or packaged pricing, are a single payment based on expected costs for clinically-defined episodes of care. The bundled payment typically covers the facility fee, physician's fee, anesthesiology, implants and instrumentation, pain management, rehabilitation and all other care costs for a specific period of time. Typically, bundled payments cover surgery through 60 to 90 days postoperatively.

Stephen H. Hochschuler, MD, co-founder of the Texas Back Institute, says it's hard to say at this point if bundled payments are a good idea or not. "In five years we'll see what happens, but with time I think it will evolve into something very good."

2. Half of physicians, 78 percent of hospitals and 80 percent of payers find bundled payments appealing, according to [research](#) done by Strategy&.

3. Healthcare providers are at-risk for any additional care and payments exceeding the initial global payment. [A report](#) by Rand Health stated bundled payments provides additional advantages to providers and patients by removing inefficiency and redundancy from patient-care protocols, such as duplicate testing, delivering unnecessary care and failing to adequately provide postoperative care.

4. Bundled payments may encourage economies of scale, especially if providers agree to use a single product or type of medical supply, as hospitals or integrated health systems can often negotiate better prices if they purchase supplies in bulk, according to [Physicians Practice](#).

Bundled payments at ASCs

5. ASCs across the country are considering bundled payments, and a few have implemented them. The Orthopedic Surgery Center of Orange County launched a bundled payment program in 2008 and now has two models: one for cash-pay patients and one for a third-party administrator coordinating medical tourism for employers. This is especially important as more orthopedic and spine procedures enter into the ASC.

"Things are going to migrate out of the hospital setting and into the ASC. More and more cases are going to be done in a surgery center," says Dr. Hochschuler.

6. Surgery Center of Oklahoma was among the first surgery centers to implement bundled pricing to attract cash-pay and medical tourism. Pricing ranges from \$5,730 for Achilles repair, \$8,260 for rotator cuff repair and pricing for otolaryngology, general surgery and gynecology procedures. Keith Smith, MD, is an anesthesiologist and administrator of the center.

7. Commercial payers have different methodology than Medicare for bundling payments than government payers. Commercial payers have prospective bundles where a single contracted rate is paid for each patient participating in the bundle.

8. The ASC is often a less expensive option for care because charges are usually lower than in the hospital and a bulk of the costs are associated with postoperative care. Insurance companies may incentivize patients to use the lower-cost ASC option. However, if hospitals control the payments for the bundle, they are unlikely to refer patients out of their network.

9. Bundled payments began as early as 1984 when The Texas Heart Institute under the direction of Denton Cooley began to charge flat fees for both hospital and physician services for cardiovascular surgeries. They have since spread to other

<http://www.beckersasc.com/asc-tumrounds-ideas-to-improve-performance-bundled-payments-28-things-to-know-for-spine-orthopedics-asc.html#hsh.a...> 14



**There Is No
Easy Fix**

MACRA



QPP

(Quality Payment Programs)

Medicare access and CHIP Reauthorization act of 2015

Includes PQRS (quality reporting)



CMS is rolling out the Quality Payment Program

2 OPTIONS



Collect and submit data to get additional fees or penalized (MIPS)



Create an innovative payment model (APM) via CMS innovations division (must save money and improve quality of care)

GOAL



Better care, better outcomes, cost efficiency

Who does this impact ?



Why?

CMS sets the standard
by which commercial contracts
are formed

Benign Gyn Cases are typically not Medicare patients

DRG 743 set the stage for HOPD/ASC rates (RVU is professional)

CMS rate is BELOW cost, but hospitals make money (will revisit this)

HOW ??? Complex claims, multiple codes, redundant billing

DRG: 743 in The National Dataset (MEDPAR)

...

\$8,883.00

The average estimated cost

\$37,602.00

The average billed

\$6,217.00

The average CMS payment



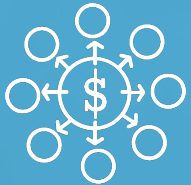
We Should Pay Attention



1/3 of the U.S. Population



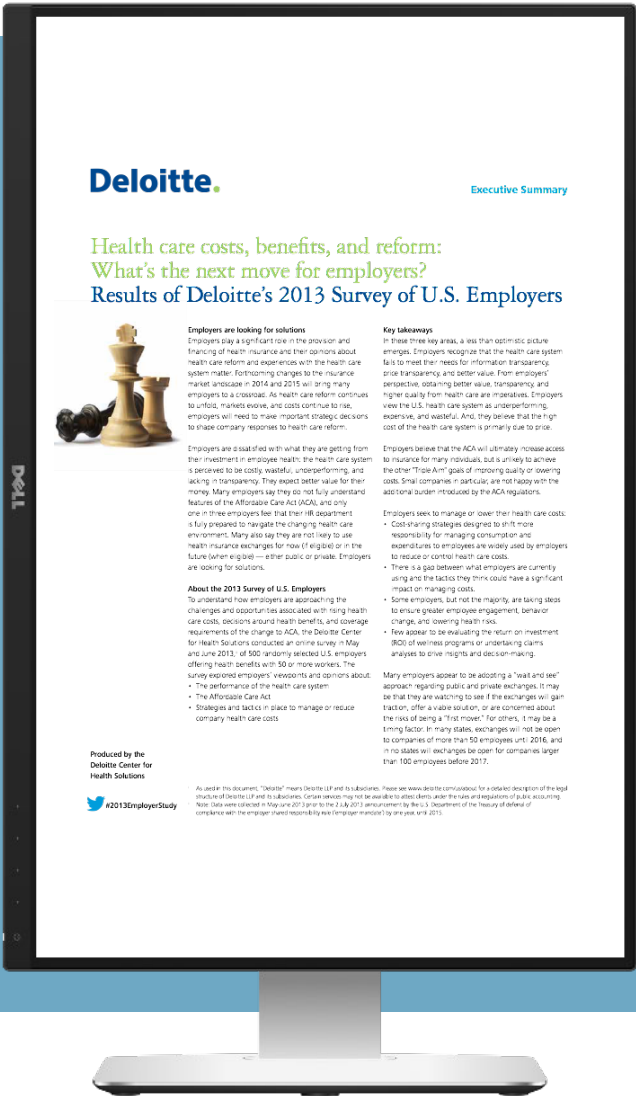
Self Funded Plans



ERISA, big insurance, compliance



Looking for **Solutions**



Deloitte.

Executive Summary

Health care costs, benefits, and reform: What's the next move for employers? Results of Deloitte's 2013 Survey of U.S. Employers



Employers are looking for solutions
Employers play a significant role in the provision and financing of health insurance and their opinions about health care reform and experience with the health care system matter. Forthcoming changes to the insurance market and scope of 2014 and 2015 will bring many employers to a crossroads. As health care reform continues to unfold, markets evolve, and costs continue to rise, employers will need to make important strategic decisions to shape company responses to health care reform.

Employers are dissatisfied with what they are getting from their investment in employee health: the health care system is perceived to be costly, wasteful, underperforming, and lacking in transparency. They expect better value for their money. Many employers say they do not fully understand features of the Affordable Care Act (ACA), and only one in three employers feel that their HR department is fully prepared to navigate the changing health care environment. Many also say they are not likely to use health insurance exchanges for now (if eligible) or in the future (when eligible)—either public or private. Employers are looking for solutions.

About the 2013 Survey of U.S. Employers
To understand how employers are approaching the challenges and opportunities associated with rising health care costs, decisions around health benefits, and coverage requirements of the change to ACA, the Deloitte Center for Health Solutions conducted an online survey in May and June 2013, of 500 randomly selected U.S. employers offering health benefits with 50 or more workers. The survey explored employers' viewpoints and opinions about:

- The performance of the health care system
- The Affordable Care Act
- Strategies and tactics in place to manage or reduce company health care costs

Produced by the
Deloitte Center for
Health Solutions

#2013EmployerStudy

Key Takeaways
In these three key areas, a less than optimistic picture emerges. Employers recognize that the health care system fails to meet their needs for information transparency, price transparency, and better value. From employers' perspective, obtaining better value, transparency, and higher quality from health care are mandates. Employers view the U.S. health care system as underperforming, expensive, and wasteful. And, they believe that the high cost of the health care system is primarily due to price.

Employers believe that the ACA will ultimately increase access to insurance for many individuals, but is unlikely to achieve the other "Triple Aim" goals of improving quality or lowering costs. Small companies, in particular, are not happy with the additional burden introduced by the ACA regulations.

Employers seek to manage or lower their health care costs:

- Cost-sharing strategies designed to shift more responsibility for managing consumption and expenditures to employees are widely used by employers to reduce or control health care costs.
- There is a gap between what employers are currently using and the tactics they think could have a significant impact on managing costs.
- Some employers, but not the majority, are taking steps to ensure greater employee engagement, behavior change, and lowering health risks.
- Few appear to be evaluating the return on investment (ROI) of wellness programs or undertaking claims strategies to drive savings and decision-making.

Many employers appear to be adopting a "wait and see" approach regarding public and private exchanges. It may be that they are watching to see if the exchanges will gain traction, offer a viable solution, or are concerned about the risk of being a "first mover." For others, it may be a timing factor. In many states, exchanges will not be open to companies of more than 50 employees until 2016, and in no states will exchanges be open for companies larger than 100 employees before 2017.

As used in this document, "Deloitte" means Deloitte LLP and its subsidiaries. There are several Deloitte member firms, a network of member firms affiliated with the Deloitte network of member firms, and a network of member firms affiliated with the Deloitte network of member firms. Note: Data were collected in May and June 2013 prior to the July 2013 announcement by the U.S. Department of the Treasury of details of compliance with the employer shared responsibility law (employer mandate) by one year after 2013.

This is a Math Problem



Advancing Technology

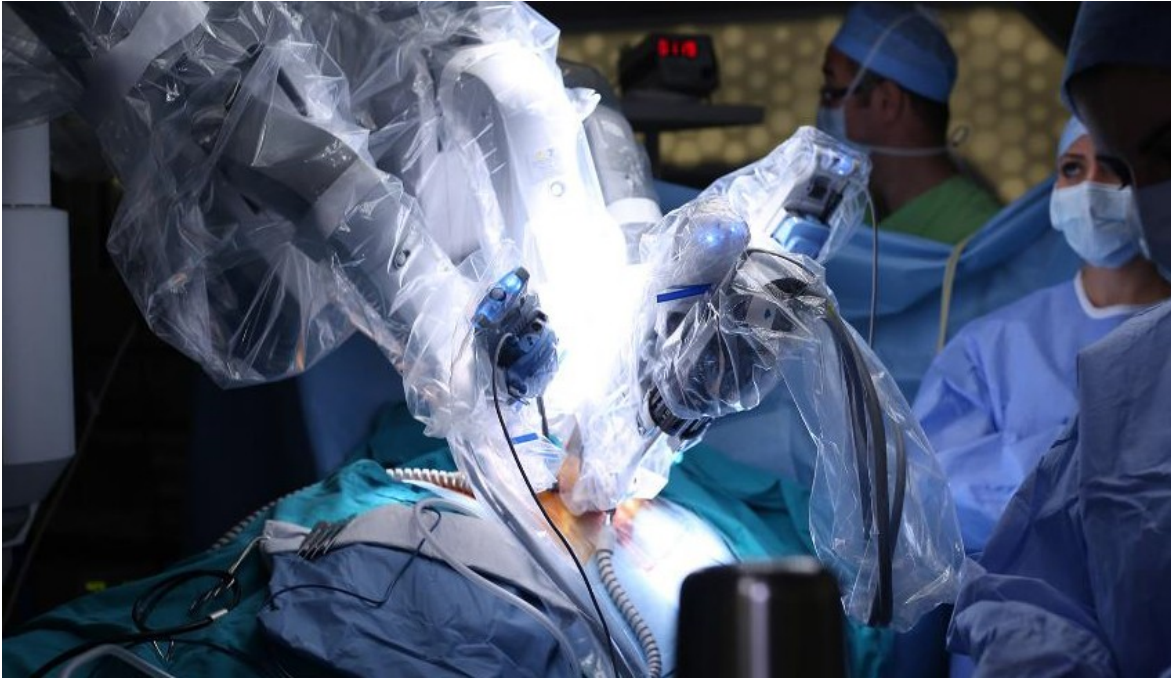


**Diminishing or Static Funds
Available for a Growing Population**



**Legislation Mandating
Savings and Value**

Cost Containment?



\$2 Million



\$30k generator, per case rates upwards of \$350-500/case

“...if hospitals performing the fewest proportion of **minimally invasive operations** raised their rates to those of the national average of the top-third hospitals performing minimally invasive surgery, we **estimated potential savings could total \$337 million annually...**”

Johns Hopkins General Surgery Dept

...

TIME

March 2015

**600,000 hysterectomies per year/
56,000 ACOG members = 10.7 cases per year**

...

**This is a
CULTURAL problem**

Where is the VALUE?

Wobegon Effect



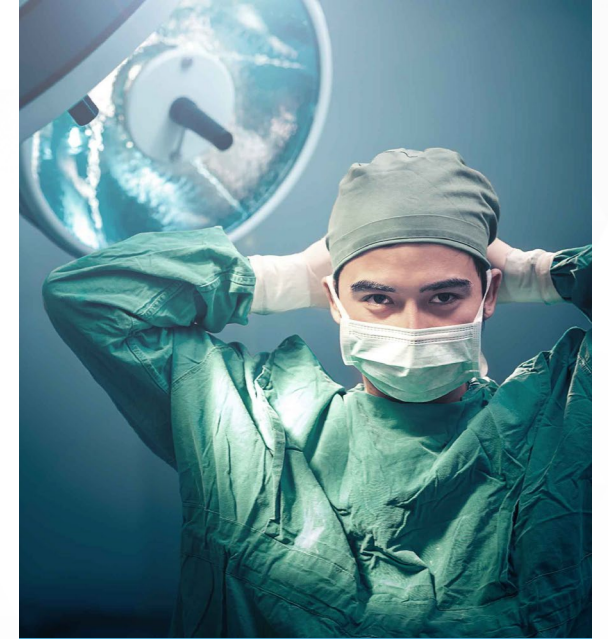
Illusory Superiority



**Human Tendency
to Overestimate
One's Capabilities**



**90% of surgeons will rank
themselves in the top 50%**



**Self-Assessment
will not work**

Ok, so What Can We Do to Provide Value?

Make rules?

...



No more robots?



No more Laparoscopy?



No more Disposable Instruments?

Low Volume Programs Do Not Provide Value



Low Volume
=
High Complications

Yield
=
High Profits + Worse Outcomes



Dr. Robert Pearl

CEO Permanente Medical Group

Mistreated: Why we think we are getting good healthcare and why we are usually wrong

200,000 premature deaths due to medical errors add lack of preventive care, **several hundred thousand deaths** per year in the US

Department Chiefs asked about surgical volume

...

2-3/month
=
24-36 per year

Average < 10/year
in own group



William Jefferson Clinton

42nd President of the United States

#33 of 35 cardiac programs based on risk adjusted outcomes in region

What Happened?

Reoperation in 6 months (effusion and scarring)

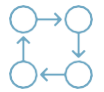
Why Is the System Broken?



Spend lots on things that don't provide value



Highest complication rates have highest profits



Algorithms beat individuals



Wobegon effect - 90% of us think we are in the top half



Hospitals need to recognize that low volume programs do not provide value or quality-need volume for good outcomes





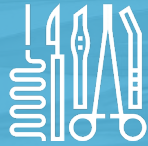
What is the biggest determinant of the dollars spent to complete a hysterectomy?



Venue of Care



Surgeon Technique/Experience



Equipment Used



Time in OR



Inpatient Operating Room
(Hospital)



Hospital Outpatient Department
(HOPD)



Ambulatory Surgery Center
(ASC)

Why?

\$25,000 +

Inpatient billed charges
for a laparoscopic
hysterectomy in Oregon
with overnight stay

**Allowable
\$16,000**

Commercial Insurance

Patient with 80/20 and
high deductible or OOP
max can easily owe
\$5-10K with insurance

**< 50% of hospital
allowable**

ASC Reimbursements

Patients pay less,
even if using an
out of network benefits

**Aggregate charges in ASC for OR, professional fees,
and Path are less than inpatient allowable for facility alone**

...



So it costs less



**But is there a
clinical benefit?**

Benefits for the Patient



Customer Service/
Enhanced Patient Experience



Avoiding Hospital, **Less** Stress
and Anxiety



Decreased Infection Rate

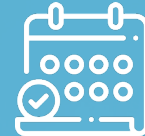


ERAS protocols **improve** outcomes

Benefits for the Surgeon



Highly Efficient



Same Day Discharge
No need to make hospital rounds



Marketable to patients

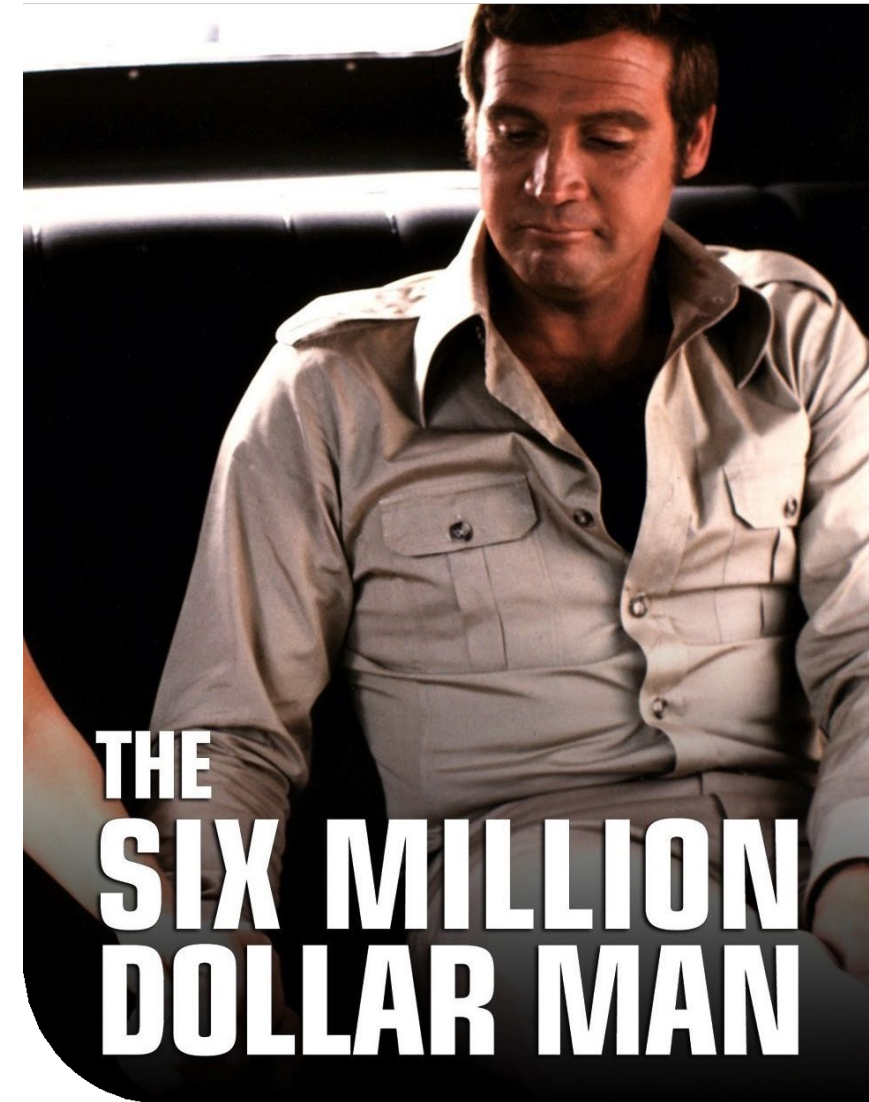


Revenue enhancement for some,
Savings to Patient
Higher case volume
Physician ownership of ASCs

Outpatient Surgery costs much less to all parties involved than hospital based surgery

In an audience of 125

10 hysterectomies per year from the hospital to an ASC,
the room would **save \$6.2 million**



The Single Biggest Thing You Can Do to Save Money in Gyn Surgery

...

Use your outpatient options
to perform safe surgery



Outpatient Pathways and ERAS protocols Early Discharge Saves \$\$\$



Enhanced Recovery After Surgery



Evidence Based Protocols—goal is to maintain body homeostasis and reduce insulin resistance to accomplish better outcomes

Prehabilitation,
Euvolemia, Early
Ambulation,
and Feeding

One liter of saline



x 36

Courtesy of Andrew Shaw, MD



How Do You Save Money on Equipment?

126 552

11 701

12 813

25

125 516

332

6

108



Step 1



You have to care!



Step 2



Make less expensive choices







\$ ~50



\$ 20-30



\$ 640



\$ 850



\$ 720



< \$400



Step 3



Don't Drop Stuff!





OR Time is expensive!



**Don't believe
everything you hear**

- Surgical team remained consistent and the workflow was unchanged
- Overall surgical time from incision to closure was decreased from 101 to 91 minutes.

This represented a 10 minute time savings attributed directly to

OR Cost / Minute	Time Savings	Cost / Case	Est. Annual Cases	Annual Savings
\$62	10 Minutes	\$620	240	\$148,800

What costs the most in surgery?



\$400 billion annually spent
on Surgical Services



Hospitals make MORE money
when surgical complications occur
(330% increase in payments
for complicated operations)

**APM = Episodic Payment
= Innovative Disruption**

Save on Total Cost per Case

Save on Cost of **AFTERCARE**



Complication Reduction is imperative to reduce burden on US Healthcare



Global Fee paid for Surgeon + Anesth + Path + Facility

Complication protection and vetted surgical team = **Success**



Global Fee Bundle Concept



Lump sum paid for entire surgical episode



Use it however you like



What's left over is your payment



How many would pay more attention?

The High Performance Network

NSQIP

American College of Surgery Risk Calculator

**High Volume Surgeons have lower
Complication Rates = Lower Cost**

Who pays for Complications?

**Risk Protection only available to
surgeons with low complication rates**

**Competency Assessment Tools
(FLS, EMIG, etc)**

**Pass Test = Qualify for Access to HPN
(Narrow Network)**

**Participants in HPN get referrals from
142 Million self-funded plan recipients**

State and federal plans next

**Episodic Payments = Advanced APM
= Bundles**

Who Wants a Low Volume Surgeon?

...

Hospitals love the financial reality of slow surgeons with high complication rates

Richard Rosenfield, MD, Nicholas Fogelson, MD

Pearl Women's Center, Portland, OR Pearl Surgicenter, Portland, OR

INTRODUCTION

While laparoscopic hysterectomy now comprises a significant portion of all hysterectomies in the United States, performance of this procedure in the Ambulatory Surgical Center is still relatively uncommon. While this place of care provides clear cost benefits over an in-hospital procedure, many physicians have concerns about the safety and efficacy in this environment. Concerns include the lack of ability to transfuse blood, difficulty in transferring to a hospital emergently, and lack of availability of consultative surgical services.

The Pearl Surgicenter is an ambulatory surgical center in Portland, OR, where we have had an active laparoscopic hysterectomy program since 2005, associated with our sister practice Pearl Women's Center.

We present over 11 years of data on outpatient laparoscopic hysterectomy, including data on case type, demographics, complications, and patient satisfaction with care. We also present trends in surgical care over time in a high volume surgical setting with a consistent set of practitioners.

MATERIALS AND METHODS

- Retrospective analysis of data collected as part of routine practice at Pearl Surgicenter
- Demographic and performance data are reported, with chi-square, T-Tests, and ANOVA performed for comparisons as appropriate.
- Year by Year Trends in surgical times are reported, as well as the impact of case characteristics on surgical and recovery times.
- All cases were performed via traditional multi-port laparoscopy, in most cases using 4-5 non-disposable ports. Impedance measured bipolar electrosurgery(Gyrus Bipolar) and monopolar electrosurgery were used in the majority of cases for dissection and vessel sealing. Routine cystoscopy was performed. Uteri were removed either by vaginal morcellation, uncontained power morcellation, or via in-bag scalpel morcellation (adopted in 2016). Vaginal cuffs were closed (in TLH cases) using intracorporeal suturing technique using traditional or barbed suture.
- All cases were performed by either two experienced MIG surgeons, or by an experienced surgeon and an AAGL MIGS fellow.

•Total IV anesthesia was used throughout to prevent postoperative nausea and recovery delay. Ports were injected with local anesthesia, and in 2016 we began injecting the vaginal cuff as well. TAP blocks were introduced in 2016.

RESULTS

From October 2005 through September 2016 a total of 1,056 outpatient laparoscopic hysterectomies were performed. 857 (81%) were supracervical hysterectomies and 199 (19%) were total hysterectomies, with a strong trend towards more total procedures over time (13% TLH in year 1, 65% TLH in year 11, $p < 0.0001$) Indications included fibroids, menorrhagia, prolapse, pelvic pain, and simple/complex endometriosis. Patient mean age was 43, and mean BMI was 28, with 32% having a BMI > 30, and 15% with BMI > 35 (max BMI 56)

7% of cases involved a concomitant incontinence procedure, including uterosacral suspensions, colpopexy, sling procedure, or colporrhaphy, with similar frequency throughout the study period.

Uterine weight (or fundal weight in LSH procedure) averaged 185 g, with a median of 111 grams. 19% of cases involved a uterus greater than 250 grams, and 6% were > 500 grams, with a max weight of 2305 grams.

RESULTS (CONTINUED)

Approximately 50% of patients had had prior abdominopelvic surgery, with a mean number of surgeries per patient of 1.6.

Surgical times averaged 102 minutes for TLH procedures (95% CI 95.5-107.2) and 86 minutes for LSH procedures (95% CI 83.7 – 89.8).

Time from surgical completion to discharge averaged 138 minutes (95% CI 134.8 – 141.6). TLH procedures averaged 6 minutes longer in recovery time than LSH ($p = .007$) Patients that had concomitant incontinence procedures took on average 25 minutes longer to recover than those that did not ($p = 0.0001$)

1052 out of 1056 patients were able to be discharged same-day. Routine satisfaction surveys indicated 98% of patients were either satisfied or very satisfied with their experience.

Complications were rare over the study period. 3 patients has small bowel injuries, all of which were repaired laparoscopically, none required admission. One patient had uncontrolled bleeding intraoperatively and required emergent intraoperative transfer to the hospital, where she had a laparotomy and successful recovery.

There were no urinary tract injuries (intraoperative or postoperatively diagnosed). Two patients were transferred to the hospital postoperatively because of poor pain control in the ASC setting.

Four patients were found to have malignancies not diagnosed preoperatively. Two were ovarian cancers. One was in a patient having pre-emptive salpingo-oophorectomy for BRCA mutation, and one was a previously undiagnosed FIGO II ovarian cancer, which was power morcellated. One patient having a TLH for complex endometrial hyperplasia was found to have a FIGO I adenocarcinoma of the endometrium. One patient with large fibroids had a leiomyosarcoma, which was scalpel morcellated in a containment bag and diagnosed on pathology.

Mean surgical times decreased year over year. Surgical times in non-incontinence/prolapse repair procedures decreased over 30% in operative time from a mean of 105 minutes in year 1 to a consistent mean of approximately 70 minutes by year 5, with minimal variation year to year, despite a slight rise in TLH frequency over the same time period. Incontinence procedures showed a significant improvement year over year, with higher means due to increased surgical complexity.

CONCLUSION

- Laparoscopic supracervical and total hysterectomies of varying complexity can be safely and efficiently performed in the ambulatory surgical setting
- Increased complexity cases with incontinence and prolapse repair can be performed safely.
- Properly counseled patients provided good care in an ASC setting have a high degree of satisfaction, with no negative impact from same day discharge.
- High volume expert gynecologic surgeons can consistently perform efficient and safe procedures with minimal complication rates, far lower than published averages.
- An increased attention to ASC use for laparoscopic hysterectomies may reduce healthcare spending for hysterectomies while maintaining care standards.

The Future

...

Do what you love

Become exceptional at it

**Follow your passion
in Healthcare**

Become part of the Solution



How?



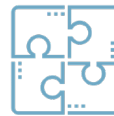
We **MUST** take control of our own future



We **MUST** admit that low volume inexperienced surgeons create avoidable risk and cost and therefore should seek mentorship and continued surgical training



We **MUST** acknowledge the need for change



We **MUST** create a solution and lead the others

If we don't do it, they will...



Health City, Grand Cayman

Cayman Islands





pearl
women's center

THANK YOU!
