

Case Study 2: West Florida Health System

Strengthening Community Trust and Market Saturation

Executive Summary

The Challenge

- Through acquisitions, the health system in West Florida established themselves in the Tampa Bay market, but the health system sought external support to expand their ambulatory network.
- The health system decided to expand their physical therapy services, recognizing its potential to reach more patients and make care accessible.

The Solution

- West Florida division decision makers decided to partner with PT Solutions to grow rehabilitation services and access points in the area.
- The health system adopted a management service agreement to bring physical therapy care to patients.

The Results

- The health system of West Florida saw a quantifiable increase in their market saturation, clinic visit volumes, and location access in the Tampa Bay region.
- The health system has invested in improving the health care continuum for patients, ensuring they receive quality care in a timely manner.

The Health System of West Florida Viewed PT Expansion as Critical Component in Building the Ambulatory Network

The health system of West Florida was already established in West Florida in 2013, but their operations were still primarily in the northeast quadrant. With a focus on growing in the community and increasing local market share, the health system leveraged hospital acquisitions to establish themselves in the Tampa Bay market. However, as a result of this growth strategy, services tended to be focused within the hospital setting which prompted the health system to prioritize a more expansive outpatient network strategy with a goal of shifting care beyond the inpatient setting and reaching patients where they were.

The health system saw outpatient care as a key area for investment to increase access and optimize their ambulatory network. Physical therapy was an ideal set of services to prioritize for growth as the care is an essential part of the broader care continuum, and it offered less invasive treatment for patients with rehabilitation needs without compromising quality.

However, such investment in outpatient rehabilitation care necessitated a substantial effort that the health system could not do alone. Finding high-quality physical therapists to train and retain would be costly and take time. Still, the health system leaders envisioned physical therapy as an important depot in the care continuum of care that could play a crucial role in increasing community engagement, growing market share, and expanding access. As a result, the health system instead decided to partner with PT Solutions to help scale physical therapy care across the ambulatory network.



*“We were focused on **how to set a community up with resources in close proximity so they can have success with their own care journey and show them compassion and thoughtful tailoring of that care, patient by patient.**”*

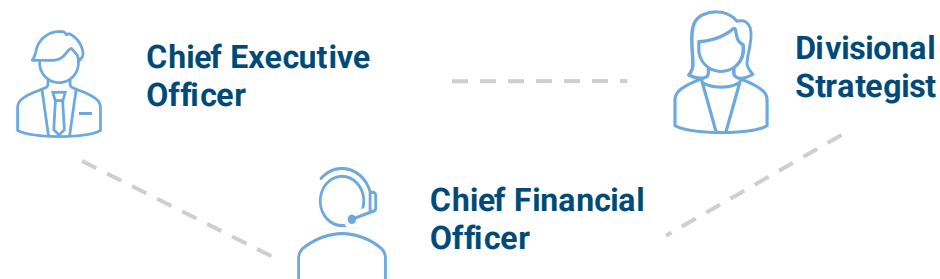
– President and CEO of the Health System’s Riverview Hospital

The Health System’s West Florida Goals

- Expediate high-quality rehabilitation care for the community
- Increase outpatient touchpoints through a management service agreement partnership focused on improving physical therapy access
- Improve the care continuum for patients to bring high-quality rehabilitation services to the front end

The health system West Florida division leaders, such as their CEO, CFO, and divisional strategist, were the key decision-makers in exploring external partnerships more than 10 years ago. When they entered the Tampa Bay market, health system leaders had to decide whether they wanted to implement a more hospital-based approach or move to partnership that mirrored more of a retail model. The health system leaders opted to seek a partner to focus on outpatient care and providing an accessible resource to patients.

Key Decision Makers



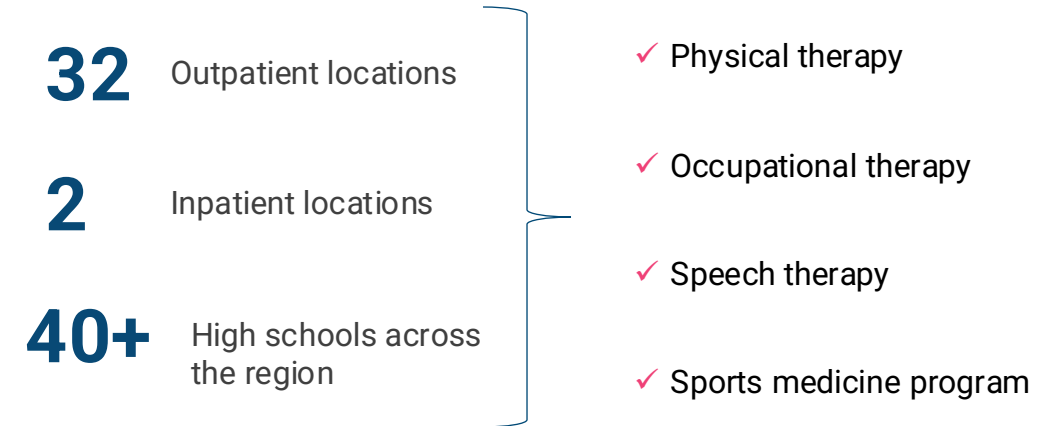
PT Solutions Offered High-Quality, Proven PT Success to Meet the Health System's Goals

Beginning in 2013, the health system formed a partnership with PT Solutions to expand physical therapy access to patients and expand the health systems' outpatient network. Through the partnership, PT Solutions manages physical therapy locations using the health system's licensing agreement, while also providing physical therapy expertise and expanding touchpoints within the local community.

PT Solutions runs 32 outpatient physical therapy locations and 2 inpatient locations between the affiliations with the health system's Tampa Bay, the health system's North Pinellas, and the health system's Ocala. Working primarily on physical therapy in the outpatient setting, PT Solutions provides high-quality rehabilitation services. Additionally, they also offer physical, occupational, and speech therapy in inpatient facilities. They also contribute to a sports medicine program in partnership with the health system that spans more than 40 high schools across the region.

Beyond providing high-quality care and expanding the health system's available touchpoints, PT Solutions also offers guidance on the health system's work around orthopedics and neurosciences. The health system relies on PT Solutions to help them evaluate their strategies around surgeries, helping to have the right conservative treatment plans in place and ensure that any orthopedic or spine issue is managed effectively and in a way that helps a patient realize success while avoiding a more invasive procedure. PT Solutions' expertise aids the health system in having multidisciplinary discussions on patients' care plans and guides the health system to better understand how the continuums of care extend beyond just surgical touchpoints.

PT Solutions' Reach and Services Offered



The Partnership Also Provides Intangible Support

- ✓ Partner dedicated exclusively to physical therapy
- ✓ Willingness to explore other areas based on needs of the market
- ✓ Thought partnership on intentional expansion
- ✓ Track record build on trust
- ✓ Ongoing relationship centered on collaborative success and evolution

A Strategic Focus on Community and Workforce Helps to Sustainably Grow the Health System's PT Program

A Focus on Community Outreach Efforts Sets Partnership Apart

In addition to growing patient volume, PT Solutions' partnership with the health system also expanded the health system's reach within the local community. For the past five years, the health system partnered with PT Solutions to make an intentional investment in Hillsborough County and Pasco County to put 16 athletic trainers on the sidelines of high school football games.

Having physical therapy resources at the games provides quick access for the community and offer a unique benefit. If a player gets injured during a game, a PT Solutions-trained resource is there to address the concern and give them urgent next-day care. Assuming there isn't an imminent or life-saving need, the health system's athletic training program has provided expedited urgent care touchpoints in a 24-hour window for student athletes. The community benefits by having high-quality rehabilitation services that prevent injuries from progressing and shorten the timeline for treatment.

“PT Solutions has helped us **establish a thoughtful network of care and build a cohesive continuum**. We were able to set up the right access points and resources to **ensure our patients are in locations that give them the trust and connectivity to that network** and in a way that mitigates other issues that may show up in the future.”

– President and CEO of the Health System's Riverview Hospital

Establishing a Strong Physical Therapist Pipeline



Continued Education

The partnership with PT Solutions has addressed people management for the health system's physical therapy service. PT Solutions provides more than 100 hours annually of continuing education for clinical staff, ensuring staff are up-to-date while tending to patients.



Resident Graduation

PT Solutions has invested in long-term growth by building a solid pipeline of physical therapists. They graduated 67 residents to provide gold standard of care to the health system's patients and support to physicians. While health systems continue to face recruitment and staff shortages, PT Solutions eases the burden by training new physical therapists and bringing them into the health system.



Recruitment

PT Solutions also provides 10 full-time recruiters to focus on bringing in top talent to service AdventHealth markets. The health system does not have to spend time finding and training high-quality candidates to support their rehabilitation and outpatient work and instead relies on their trusted partnership with PT Solutions to ensure their joint efforts are sustainable.

Partnership Accelerated the Health System's West Florida's Market Saturation

Since the partnership was established, the health system has seen significant growth in visits, outpatient locations, and physical therapy market saturation. Since 2015, visits to the health system's West Florida Division's location have grown by more than 1200%, and the number of outpatient locations serving as patient access points grew by more than 255%.

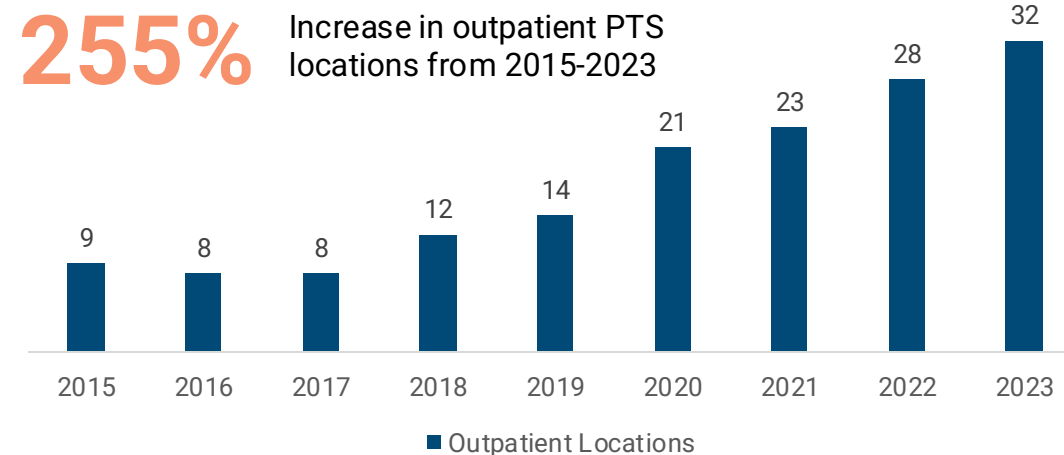
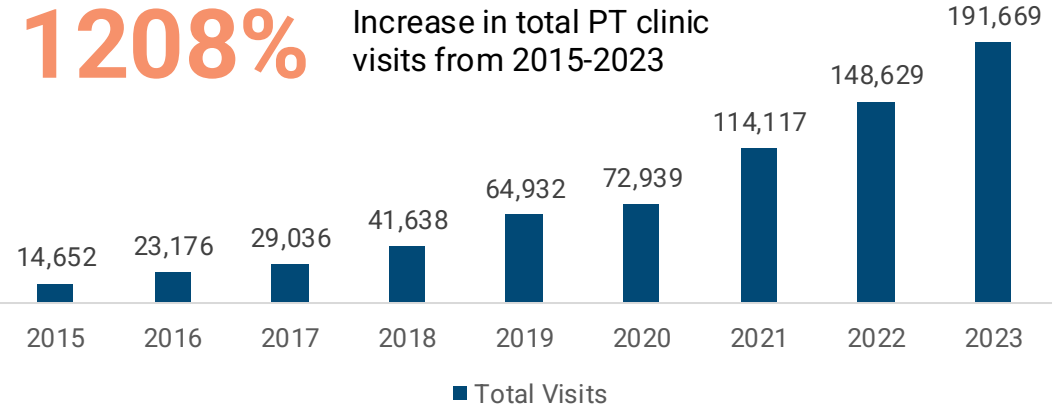
The health system's partnership with PT Solutions also allowed the health system to grow their physical therapy presence in Tampa Bay and reach the system's goal of every patient being within 15 minutes of one of the health system's centers in a designated primary service area. This ambitious goal ensures easy access for the growing patient population and helps them ensure the rehabilitation services during an appointment feel tailored to their specific needs. Additionally, as payers continue to play a role in dictating care, the health system has recognized that it's critical to offer a range of options and locations for care to serve the full scope of patients who seek care at the health system. As a result of the partnership, the health system has seen a 42% increase in physical therapy market share in the Tampa market in the last five years.

42% Growth of PT market share in the Tampa market, increasing from 6.4% to 9.1% over the last five years

"PT Solutions has been so successful because they have standard work and a recipe for success in how to create high-quality, retail-orientated access points that win the trust and hearts of minds of the community. They do this time and time again and in a way that's financially thoughtful for the patients and makes a meaningful investment for our organization and our continuum of care."

– President and CEO of the Health System's Riverview Hospital

Substantial Growth Leads to Expansion into Local PT Market



Key Learnings for the LHS Market

LHS seek partnerships to improve care for their patients and allow health system leaders the ability to focus on other priorities. This health system desired a partner who could strengthen their care continuum by establishing physical therapy as an important resource. Below are key takeaways from the PT Solutions partnership for LHS:



Physical therapy is a key part of the care continuum. LHS can leverage physical therapy partnerships to expand their care continuum by offering specialized rehabilitation services tailored to patients' needs in locations that are easily accessible. By integrating these partners into their network, LHS can enhance post-acute care and facilitate smoother transitions for patients recovering from injuries or surgeries. The health system leaders understood that collaborating with physical therapy experts enables LHS to provide comprehensive care, addressing both medical and rehabilitation aspects, ultimately improving patient outcomes and satisfaction.



Meeting people where they are builds community trust. As the health system has grown in the Tampa Bay market, establishing trust with their community has been essential to their success. By meeting community members where they already are, such as local sporting events, LHS can build deep and trusted relationships with the people they serve and benefit from successful word of mouth promotion. LHS looking into partnerships should ensure they understand the community's needs and interests and seek a partner who can offer creative opportunities to engage with diverse patient populations.



Partnerships can accelerate improving access and ease the patient journey. PT Solutions' partnership with the health system expanded access points for the health system, and ultimately improved patients' recovery process. With the health system's expansion throughout Tampa Bay, individuals experiencing minor or moderate mobility issues or injuries can now promptly consult with skilled providers, increasing the availability of high-quality care and mitigating the risk of worsening conditions. These partnerships not only enhance access but also allow LHS to expedite patients' care and rehabilitation, ensuring a swifter recovery journey within the healthcare system.

Methodology

Methodology

In October 2023 – March 2024, The Health Management Academy (THMA) conducted a comprehensive literature review as well as telephone interviews with executives at AdventHealth West Florida Division regarding their ambulatory and PT strategy. This case study contains insights generated from in-depth interviews with LHS executives and program leaders.

THMA extends its appreciation to PT Solutions for the financial support for this work.

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Since 1998, The Health Management Academy has cultivated the premier community of influential changemakers in healthcare. Our members are aligned around a common goal of improving health for all, and a core belief that partnership will accelerate progress. Our member community includes Leading Health Systems – the approximately 150 innovative integrated delivery systems with over \$2B in total operating revenue – and innovative Industry Partners that are working alongside health systems to drive health forward.

We power our members by building our community and fostering connections through executive peer learning. We support professional growth through talent and development. We accelerate understanding by delivering timely and actionable data and insights on key challenges. And we catalyze transformation by building alliances in areas where the power of the collective is greater than the power of one. Learn more about The Health Management Academy at hmacademy.com.

About PT Solutions

Founded in 2003 by our CEO Dale Yake, PT Solutions Physical Therapy is a privately held physical therapy practice based in Atlanta, Georgia, with more than 450 points of service across 25 states. PT Solutions provides physical and occupational therapy, speech-language pathology, athletic training, and sports medicine services in outpatient, inpatient rehabilitation, and acute care settings



PT Solutions continues to expand its national footprint through its unique model of hospital partnerships, private acquisitions, and de novo clinics. Through its APTA-accredited residency program, PT Solutions educates, trains, and trusts its professionals to provide research-supported care in hospitality-driven and service-oriented environments.

We care about our patients, our people, and our communities. Our goal is to provide transformative care to our communities through evidence, experience, and exceptional customer service because everyone deserves the chance to be unstoppable. Learn more about PT Solutions at ptsolutions.com.