



Session II: The Premium Practice Journey Preparation

As you embark on creating a successful refractive cataract practice, preparation is key. Learn the power of a premium practice, the impact of a team-first approach, and the marketing and development principles you'll need to implement a new business plan.



BUSINESS *of* REFRACTIVE CATARACT SURGERY

SUMMIT

Practice Development Principles: Referral Network, Community Impact, and Practice Growth

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Panel:
Debbie Davis
Dick Lindstrom, MD
Matt Jensen

Financial Disclosures

• Jennifer Loh, MD:

- Alcon: Consultant/Advisor, Lecture Fees/Speakers Bureau
- Allergan: Consultant/Advisor, Lecture Fees/Speakers Bureau
- Bausch and Lomb: Consultant/Advisor; Speaker
- Beaver Visitec International : Consultant/Advisor
- Centricity Vision: Consultant/Advisor
- Dompe: Consultant/Advisor
- Horizon Therapeutics: Consultant/ Advisor
- Johnson & Johnson Vision: Consultant/Advisor
- Lensar: Consultant/Advisor
- Novartis, Alcon Pharmaceuticals: Consultant/Advisor
- Novabay, Advisor
- Ocular Science: Consultant/Advisor
- Orasis Pharmaceuticals: Consultant/Advisor
- Oyster Point: Consultant/Advisor
- Sight Sciences: Consultant/Advisor, Lecture Fees/Speakers Bureau, Grant Support
- Sun Ophthalmics: Consultant/Advisor, Lecture Fees/Speakers Bureau
- Tarsus: Consultant/Advisor
- Visus: Consultant/Advisor
- Zeiss: Consultant/Advisor

• William Trattler, MD:

- Alcon: Consultant/Advisor
- Allergan: Consultant/Advisor,
- Aperta Bio: Consultant/Advisor,
- Avedro/Glaukos: Consultant/Advisor,
- Azura: Consultant/Advisor,
- Bausch and Lomb: Consultant/Advisor; Speaker
- Beaver Visitec International : Consultant/Advisor
- Blink Energy: Consultant/Advisor,
- Centricity Vision: Consultant/Advisor
- Dompe: Consultant/Advisor
- EpiOn: Consultant/Advisor, Lecture Fees/Speakers Bureau, Grant Support
- Horizon Therapeutics: Consultant/ Advisor
- Johnson & Johnson Vision: Consultant/Advisor
- Lensar: Consultant/Advisor
- Novartis, Alcon Pharmaceuticals: Consultant/Advisor
- Ocular Science: Consultant/Advisor
- Oculus: Speaker/consultant
- Orasis Pharmaceuticals: Consultant/Advisor
- Sight Sciences: Consultant/Advisor,
- Sun Ophthalmics: Consultant/Advisor,
- Tarsus: Consultant/Advisor
- Visus: Consultant/Advisor
- Zeiss: Consultant/Advisor

Disclosures



Overview of Ophthalmology Practice Development

- Key pillars:
 - Building a strong referral Network
 - Enhancing your reputation within the community.
 - Community Impact
 - Importance of strategic growth
- Goal: Equip ophthalmologists and practice managers with strategies to build a thriving practice.

Referral Network Development (1)

- **Importance of Referrals**

- Role in practice growth: new patient acquisition
- Trust and collaboration with other healthcare providers

- **Building and Strengthening a Referral Network**

- Engaging with
 - Primary Care Physicians
 - Optometrists
 - Other Ophthalmologists (retina/oculoplastics/Peds/neuro-ophthalmology)
 - Medical specialties: Rheumatology, Endocrinology
- Regular communication and updates on patient progress
- Hosting educational seminars or webinars for referring doctors
 - Avoid free CE/CME

Referral Network Development

- **Impact of having a Liaison**
 - **Communicates and connects with outside practices**
 - **One point stop for referrals**
 - Can be reached via text or email
 - Available to communicate when the referring doctor has an urgent situation

Panel Discussion with:
Debbie Davis
Dick Lindstrom, MD
Matt Jensen

Please share some success stories with your practice Liaison

Referral Network Development

- **Leveraging Technology for Referrals**
 - Implementing Electronic Health Records (EHR) to streamline referrals
 - Use of online platforms for referrals and follow-ups

- **Monitoring and Optimizing Referral Performance**
 - Tracking referral sources and outcomes
 - Continuous relationship management

Why Referral Networks Matter:

- **Patient Flow:** A strong referral network ensures a steady stream of patients from primary care physicians, optometrists, and other specialists.
- **Trust Building:** Referrals from other professionals increase patient trust.
- **Collaboration:** Better communication and collaboration with referring doctors improve patient outcomes.

Building and Strengthening a Referral Network

- **Key Strategies:**

- **Networking:** Attend local medical association meetings, conferences, and health fairs.
- **Relationship Building:** Regularly communicate with referring doctors through updates on mutual patients, newsletters, or personal meetings.
- **Education:** Offer educational seminars for optometrists, general practitioners, and other local healthcare providers to showcase your expertise.
- **Ease of Referrals:** Implement an easy and efficient referral process with clear communication channels.

Community Impact

- **Role of the Ophthalmology Practice in the Community**
 - Importance of being an active community member
 - Positioning the practice as a healthcare leader
- **Corporate Social Responsibility (CSR) Initiatives**
 - Participating in or sponsoring local events
 - Offering pro bono services for underserved populations
- **Building a Positive Reputation**
 - Managing patient reviews and testimonials
 - Engaging with local media and creating positive press

Enhancing Community Reputation

- **Why Reputation Matters:**

- **Patient Trust:** A strong reputation increases patient confidence.
- **Referral Potential:** Satisfied patients and a strong community presence lead to word-of-mouth referrals.
- **Market Positioning:** Helps differentiate your practice from competitors.

Strategies to Enhance Reputation

- **Patient Care Excellence:**

- Focus on providing high-quality, personalized care.
- Encourage patient feedback and act on it.

- **Major Challenge: The unhappy patient**

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Please share how you handle the patient who is not happy following surgery

Ophthalmology Practice Growth

- **Expanding Services**
 - Adding new specialties or procedures
 - Offering cutting-edge technology and treatments
 - Light adjustable lens
 - Femto/Zepto
 - Technologies for astigmatism management
- **Investing in Staff Development**
 - Continuous training and professional development for the team
 - Importance of hiring the right talent
- **Marketing Strategies for Growth**
 - Digital marketing: website optimization, SEO, social media, and paid ads
- **Financial Management for Growth**
 - Efficient billing and coding practices
 - Managing cash flow and reinvesting in the practice

Measuring Growth and Success

- **Key Performance Indicators (KPIs):**
 - **Patient Volume:**
 - Track new patient numbers from referrals and community outreach.
 - **Patient Satisfaction:** Regular surveys and online reviews.
 - **Financial Metrics:** Monitor revenue growth and profitability.
 - **Referral Sources:** Track where your referrals are coming from and focus on strengthening those relationships.

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How are you helping your practices grow?

Jennifer Loh MD

What percentage of patients are new?

- Is it important to have a certain percentage of new patients?
 - Do you track your office visits – new vs return vs postop/no charge?
 - Example: visits by doctor over a 12 month period in Miami:

	Total	Total	Total	Total	percent
	Follow up visits	no charge visit	new visits	all visits	New visits
General ophthalmologist	3824	979	697	5500	12.7%
cataract/glaucoma specialist	3578	1269	818	5665	14.4%
Refractive surgery/cataract surgeon	3212	1755	1042	6009	17.3%
Cornea specialist	3592	957	823	5372	15.3%
Cornea specialist	4355	1593	851	6799	12.5%
oculoplastics specialist	952	1256	406	2614	15.5%
Retina specialist	4687	10	135	4832	2.8%
Retina specialist	6535	291	280	7106	3.9%

Do you track your cataract surgery upgrades?

- Do you evaluate the upgrade % within your practice by surgeon?
 - Example: practice with 9 surgeons, 4 upgrade categories +RLE as a category

June 1, 2023-June 1, 2024	Cataract Surgeon	Glaucoma Surgeon	Glaucoma Surgeon	Cataract Surgeon	Retina+ cataract Surgeon	Cornea + Cataract Surgeon	Cornea + Cataract Surgeon	Cornea + Cataract Surgeon	Cornea + Cataract Surgeon	Total
Total cataracts	710	103	97	347	314	653	147	383	755	3509
RLE	9	0	0	7	0	6	0	0	35	57
Total cataracts+RLE	719	103	97	354	314	659	147	383	790	3566
Refractive Package	209	0	1	32	0	259	39	123	125	788
Toric	133	11	10	111	11	134	14	76	190	690
Presbyopic IOL	143	6	4	27	0	68	6	48	169	471
Light adjustable lens	0	0	0	2	0	0	3	0	41	46
RLE	9	0	0	7	0	6	0	0	35	57
Total upgrade	494	17	15	179	11	467	62	247	560	2052
Percentages										
Refractive Package	29.07%	0.00%	1.03%	9.04%	0.00%	39.30%	26.53%	32.11%	15.82%	22.46%
Toric	18.50%	10.68%	10.31%	31.36%	3.50%	20.33%	9.52%	19.84%	24.05%	19.66%
Presbyopic IOL (including LAL & RLE)	21.14%	5.83%	4.12%	10.17%	0.00%	11.23%	6.12%	12.53%	31.01%	13.42%
Total upgrade	68.71%	16.50%	15.46%	50.56%	3.50%	70.86%	42.18%	64.49%	70.89%	57.54%

Success Stories

- Share examples of successful ophthalmology practices that excelled through referrals, community impact, and strategic growth.
- Discuss what worked and lessons learned.

Conclusion

- **Key Takeaways:**

- Effective marketing requires a balance of internal and external strategies.
- Patient experience and staff engagement are crucial to internal success.
- Digital presence, community outreach, and advertising drive external growth.
- Regular monitoring and adjustments ensure continued success.