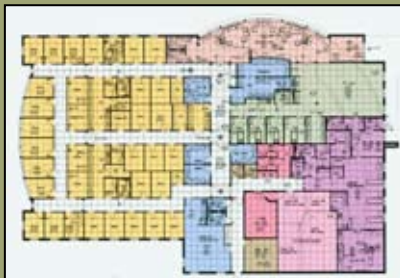


Prizm case study: Carle Spine Institute

The concept 2003



Over 20 years, Prizm perfected a successful cardiologist/cardiovascular surgeon model for spine, using physical medicine (PMR) specialists who screen and triage patients for surgeons. Through this Prizm model, the surgical rate for a mature Prizm clinic levels off at about 10% (which is what the market desires), but the surgical hit rate for the spine surgeons is about 50% which is an ideal efficiency for their skill set and the hospitals that desire the complex patient.

The reality 2005



Carle Clinic Association with 300 physicians represents one of the largest group practices in the nation. The large physician group is affiliated with Carle Foundation Hospital, a 300-bed hospital system based in the center of the State of Illinois in Champaign. In the market, the hospital and physician group are known collectively as Carle Clinic, and they model themselves after the Mayo Clinic, providing a wide array of medical services across all medical specialties to the center of the state.

In 2002, however, Carle recognized that health care systems in the nearby large metro markets of Chicago, Indianapolis and St. Louis were trying to fuel their growth by capturing patients from the center of Illinois. In the field of spine, Carle was seeing an erosion of spine surgeries and spine hospitalizations. Carle brought in an outside consultant team which advised that Carle needed to create Centers of Excellence in key specialties like heart and spine, or risk continual erosion to competitors who were likewise creating specialty centers that target the lucrative specialties.

Subsequently, Carle performed a national search and determined Prizm had the most experience in spine center development. Prizm was contracted, and as a first step, quickly consolidated all the fragmented spine services into a temporary location. Prizm then developed the space plan for a new 17,000 sf spine center. While Carle purchased nearby land and bulldozed houses to make room for the new construction, Prizm worked with Carle staff to improve how spine care was provided.

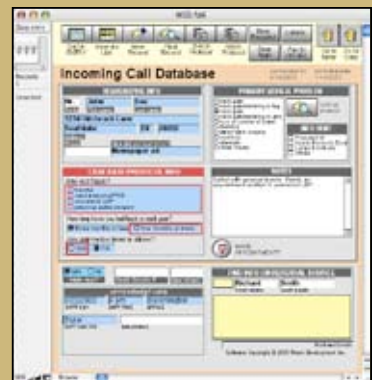
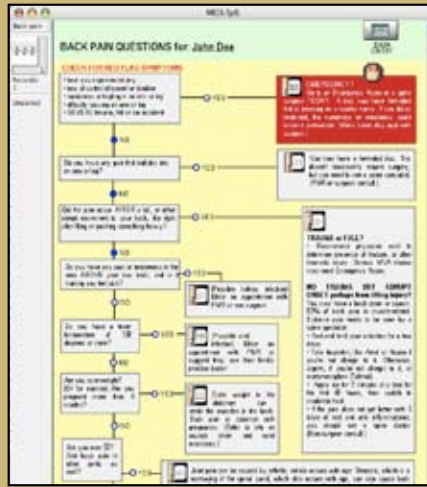
Prizm relocated the existing physical medicine physicians, the orthopedic spine surgeons, the neurosurgeons and spine therapists into the third floor of its medical office building, and began promoting the spine center as a "work in progress" to a 20 county regional market. By teaming nonsurgical physical medicine (PMR) physicians with spine surgeons, the spine program was able to institute a conservative orientation, and begin triaging patients correctly to the best specialist for the incoming spine symptoms. Instead of having to see 10 new patients to cull out one spine surgery, PMR physicians screened and triaged surgical patients to the surgeons which improved their "hit rate" and surgical efficiency. Patients in turn were better served by having a PMR spend more time with them on nonsurgical options.

To lend credibility to the program, Prizm outcome systems were installed that tracked the severity of incoming patients, and then audited outcomes with a Clinical Outcome Report Card to 3,000 referral sources in the region. The result: the spine center not only prevented any future erosion, but in fact **DOUBLED** the number of spine surgeries to the hospital — a 107% increase in spine surgeries in only three years.

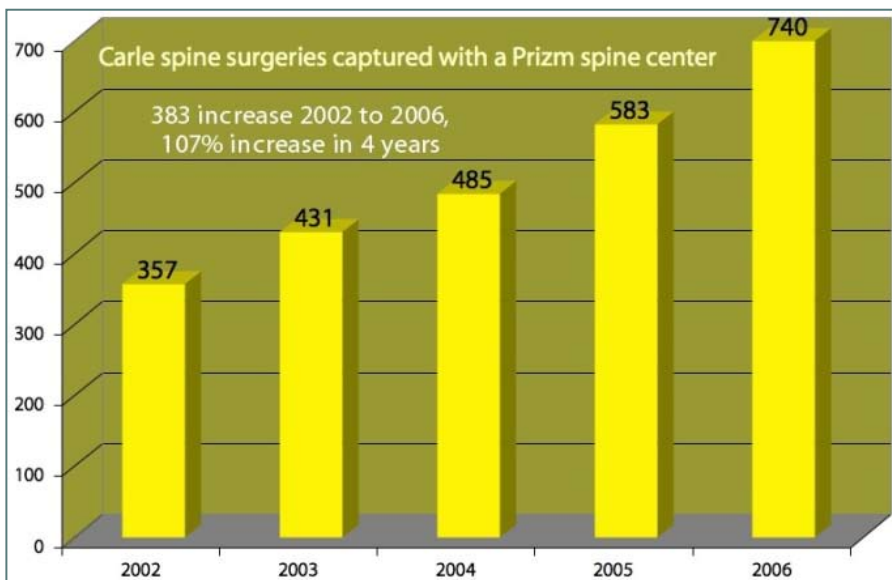
Carle Spine Institute: A Prizm spine center of excellence success story

Prizm systems help the spine center succeed

Promotion of the spine center included communication to physician referral sources and case managers, and direct-to-consumer educational ads that positioned the spine center as the expert source for information about back pain. People responding to the promotion received a free 36 page Home Remedy Book, and the address was trapped in Prizm's Medical Advice database systems for future development. Prizm spine centers are the only spine centers in the nation that send out a Clinical Outcome Report Card showing use of drugs, functional status and patient satisfaction.



The goal of creating a spine center for the Carle hospital system and Carle physicians, was to stop the out-migration of spine surgery to the major metro markets of Chicago, Indianapolis and St. Louis. The hope was to reverse the decline, and grow spine surgeries from 357 to 650. Carle Spine Institute exceeded that goal, reaching 740 in its first year in the new 17,000 sf spine center building — a 107% increase in three years.



Prizm is the most experienced developer of spine centers in the United States. Founder Bob Reznik, MBA, directed the development of the first and largest spine center 20 years ago, Texas Back Institute. Since founding Prizm 12 years ago, he has worked with hospitals and physician groups in 40 of the 50 states, to improve how they provide spine care. Reznik has authored four books on healthcare subjects, and his multidisciplinary team approach to improving care of complex health problems has been widely copied over the past two decades.