



# Greenville Health System Joint Venture Case Study



## ► Before ATI Physical Therapy\*

Greenville Health System (GHS), among the largest healthcare networks in the Southeast, had an underperforming physical therapy (PT) service line that was struggling against intense competition in the market. PT was not integrated into practices and clinical pathways, and referrals were fragmented.



### GREENVILLE HEALTH SYSTEM

## What We Did

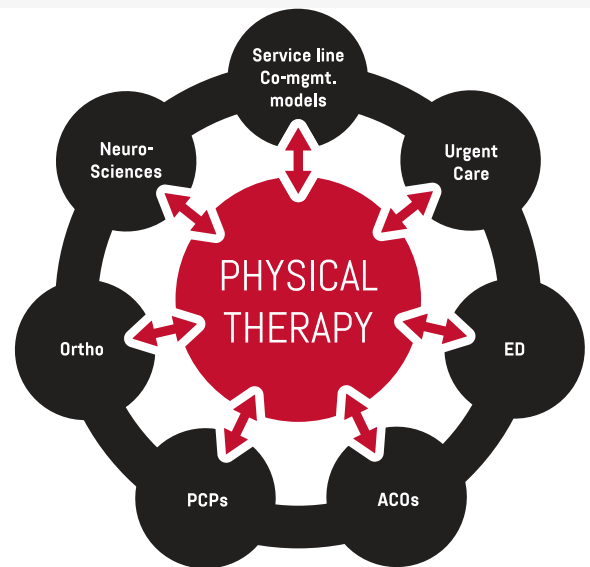
### Our Joint Venture Partnership

In 2005, we formed a Joint Venture (JV) with GHS to create physician alignment, expand our mutual footprint, develop clinical best practices and increase our mutual revenue in outpatient therapy.

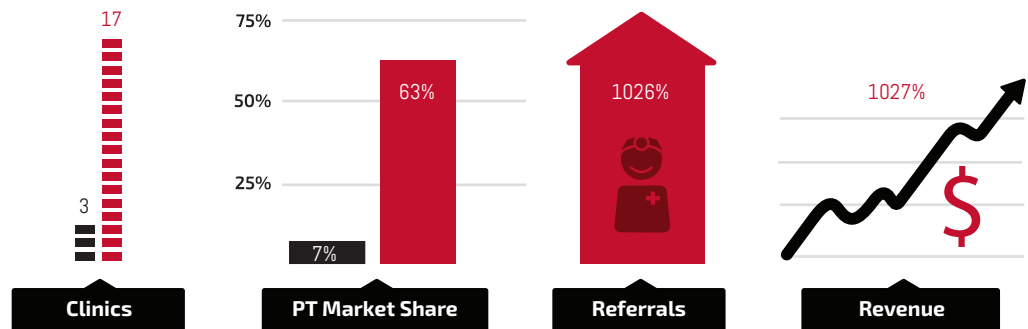
*Through this JV, we effectively shaped the continuum of musculoskeletal care using PT.*

### THE JV also:

- Improved patient outcomes using expertly designed clinical pathways
- Better utilized orthopedists by increasing procedures per office visit
- Used behavior-based marketing to increase referrals
- Opened strategically identified access points through drive time analytics
- Increased our presence in the community



## ► The Results In 8 years, the JV:



- Generated \$18.68 million in annual collected revenue
- Increased net operating income 5600% to \$2.526 million
- Increased access points from 3 to 17
- Improved PT market share from 7% to 63%
- Increased referrals 1026% and referral revenue 1027%
- Increased PT visits 1860% to 158,347
- Earned a Medicare claims success rate of 99.6%, and a spotless audit record

\*ATI Physical Therapy, formerly Proaxis Therapy



**9 out of 10**  
*patients would recommend friends and family*



**42% increase**  
*in surgical conversion*

### Happier Patients with Better Outcomes

- Improved outcome scores 5%-7%
- Shortened recovery period 15% vs. national benchmarks
- Reduced patient cost by 20%
- Decreased needed visits by 25%-50%
- Saved self-referring patients more than \$3,000
- Added access points within a 12-minute drive of any patient

### Happier Orthopedists Doing More Procedures

- Increased surgical conversion rates from 1 in 10 office visits to 1 in 6
- Boosted productivity (surgeries) per week
- Improved surgical outcomes thanks to expert PT

***“This JV was a key aspect to our musculoskeletal line, creating market-wide relationships and driving downstream referrals to our system.”***

**—Executive Administrator, Greenville Health System**

## ► About ATI Physical Therapy

ATI helps patients and hospitals grow stronger, faster by using world-class PT to improve musculoskeletal care.

We pursue excellence as we innovate care through clinical excellence, industry-leading research and training, and specialized treatment pathways.

Our Joint Venture approach helps hospital systems prepare for the challenges of healthcare reform and an aging population through greater alignment, utilization and consolidation.

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**55** national presentations



**18** peer-reviewed articles



**5** PhD-level therapists