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Disclosure

The author of this presentation is an Eye Care Business Advisor and employee of Allergan, Inc.

Allergan Access® Program

Core competency for Allergan in business consulting to the eye care community.

Enhance Allergan’s reputation and customer relationships by delivering practice management solutions that help address our customers’ needs.

Expertise includes:

- Marketing
- ASC management
- Financial management
- Optical services

- Business operations
- Staff management
- Clinical operations
- Practice assessment

- Service-line management
- Patient satisfaction
- Strategic planning
- Industry update
**Key Session Objectives**

Reinforce critical process of business decision making:
- Strategic Planning
- SWOT
- Feasibility Assessment
- Implementation Considerations

Demonstrate business decision making process outlining a re-engineered approach in delivering an existing service line.

**Strategic Decision Making Process: A Business Discipline**

Steps for consideration when integrating new technology or service:
- Strategic Plan
- SWOT Analysis
- Market Research
- Feasibility Assessment
- Implementation

**Alignment With Strategic Plan**

What are the strategic implications you might take into consideration when analyzing the addition of technology or services into the current service line?

How do you see the expansion of this service line impacting the strategic direction and plan of the practice? Short term vs. long term?
SWOT Analysis

- Convert weaknesses to strengths
- Convert threats to opportunities

What characteristics of the practice lend confidence that there will be success with this initiative?

What perceived challenges might exist with this new approach?

Building a “Game Plan” and Charting Your Course
Market Potential: Market Research

How does the practice determine potential patients' receptivity in the local market to the availability of this technology and service line focus?

Market Potential

Top Primary Dx Codes

Source: Actual diagnosis codes pulled from electronic practice management system by partner practice in the Northeast.
Market Potential: Internal Doctor Buy-In (Baseline Assessment)

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<th>Provider</th>
<th>Diagnosis Codes for Analysis</th>
<th>Special Testing (A)</th>
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Feasibility Assessment

How will you market and structure this new offering to maximize patient utilization and satisfaction?

What are the key business variables in assessing the financial viability and sustainability of integrating this new offering in the practice?

New Service Line Offering: Feasibility Analyzer

[Diagram of a new service line offering feasibility analyzer]
New Equipment Feasibility Analyzer

Patient and Process Flow

Where are we going?

How long will it take?

What is our direction?

Process Re-engineering

Initial Exam  Follow Up  Follow Up  Follow Up

Protocols – standard of care
Return for follow up (frequency, testing, exam time allowance)
Process Re-engineering: Questionnaire

Patient Benefits

Develop the patient – provider partnership

Impact patient compliance by increasing patient awareness around the process of testing, treatment, and continued measurement.

Achieve more realistic patient expectations and enhance the patient experience through process design and communication strategies.

Implementation

Find your resource to carry out the process

Empower them to implement it
Implementation

- Delegate as appropriate
- Establish reporting schedule
- Establish projected budgets
- Monitor progress
  - Monthly reports
  - Doctor meetings
- Evaluate Results
- Review & Repeat

Market Potential: Internal Doctor Buy-In (Review Implementation/Accountability)

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Making Strategic Decisions: Summary

- Key Considerations:
  - Strategic Plan
  - SWOT Analysis
  - Market Research
  - Feasibility Assessment
  - Implementation