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What You Need to Know About The Bedless Hospital That You Can Build: The Massive Outpatient Center

Here's the latest twist on the hospital-less future of hospitals. Like an ASC, it's one that you can build. I call it the Massive Outpatient Center – or MOC for short.

As I've written many times on the [blog](#) and in my book, *The Impending Death of Hospitals*, hospitals as we know them are dying.

Due to a convergence of factors from technology to payor pushback to the end of inefficiency, care is quickly moving from the inpatient to the outpatient setting.

Examples abound, from the increased pace I've seen in my own practice in connection with ASC deals, to hospital downsizing (read [Honey, I Shrunk The Hospital](#)), to [bedless hospitals](#).

An example of the latest interesting twist on the non-hospital future of hospitals is the Lauritzen Outpatient Center now being completed by Nebraska Medical Center in Omaha. To me, and probably to the entrepreneurial among you, what's most interesting about the Lauritzen model is that it's easily replicable.

That's because the model isn't new at all. Chances are that the office-based physicians reading this already work in the same sort of location, just one that isn't as organized.

The Lauritzen Outpatient Center is essentially a hospital-owned medical office building (MOB) with office space for various physician practices and a 10 O.R. ASC. Like many MOB's, there will be a pharmacy on the first floor. There will be orthopedic clinic, an imaging facility, and office space for allergists, ENTs, general surgeons, plastic surgeons, oral and maxillofacial surgeons, urologists, and other physicians. But, and you guessed it, there won't be any overnight beds.

The Lauritzen facility is new construction costing, according to press reports, \$71 million. In many areas of the country, there's a plethora of empty non-healthcare facilities that can be repurposed into similar models for a fraction of the investment. And, of course, there are many closed or soon-to-be-closing hospitals available for conversion.

Unless and until something political is done to break the prohibition on Medicare-certified physician-owned hospitals, many physicians not already participating in those deals will be denied the right of ownership. Yet, there's little to no difference between bedless hospitals and large ASCs that are completely within the scope of permissible physician ownership.

So, too, are new variants such as the Massive Outpatient Center.



Wisdom. Applied. 100 - Bastiat, A Magician, And Medical Group Decision Making

A magic show is about misdirection: that which is seen and that which is not seen. There's a lesson there for medical group leaders, courtesy of Frederic Bastiat, the 19th Century French political economist.



NEW BOOK OFFER

The Impending Death of Hospitals



COMPLIMENTARY BOOK DOWNLOAD

Having fallen for the fallacy that there's profit in market share, hospitals have gorged on acquisitions and on employment and alignment of physicians. But it's becoming evident that physician employment leads to losses and that integrated care delivers neither better care nor lower costs. And now, technology is about to moot many of the reasons for a hospital's existence. How can your practice survive and even thrive in the post-hospital world?

The Impending Death of Hospitals is available for download below.

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All Things Personal

I'm writing this on an American Airlines flight from Santa Barbara to Phoenix. It's early morning. The plane just arrived from Phoenix about 30 minutes ago.

We're still at the gate. I can see into the cockpit. The pilots are going through their checklist.

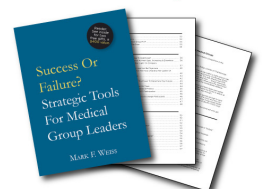
The flight attendant just asked the 12 of us in first class if we'd like something to drink before takeoff. But, she said, there's no coffee because the coffee machine is broken.

Inside the small terminal, just up the jetway and perhaps 67 feet to the left, is a coffee stand.

Why didn't someone have the initiative to order a dozen coffees and bring them on board?

But that would entail the desire to delight passengers and the taking of initiative. Neither of which are on general supply at any airline, let alone among any flight crew.

Success Or Failure? Strategic Tools For Medical Group Leaders



COMPLIMENTARY BOOK DOWNLOAD

Today's medical groups must confront multiple challenges, including the impact of Obamacare. Increasing commoditization. More competition, not just from other physicians and medical professionals, but also from hospitals, investor-owned groups and also

Checklists are mandatory for pilots. Yes, it's rote work, but it prevents them from glossing over necessary steps. But at the same time, flying the plane entails individual decision-making.

The same balance is needed in connection with customer service or patient service or whatever you want to call it: a blend of following the rules and procedures and the ability to jump in and correct a problem or, even better, to bring a smile to someone's face.

Perhaps American believes that if they just don't drag anyone off a plane like United, they're delivering good service?

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Thursday, April 27

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Wednesday, April 26

[Management By Wandering Around \(Someone Else's Business\)](#)

Tuesday, April 25

[Massive Outpatient Clinic](#)

Monday, April 24

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Whenever you're ready, here are 3 ways I can help you and your business:

1. Download a copy of the *Success or Failure?* Book

My book *Success or Failure? Strategic Tools For Medical Group Leaders* provides you with a framework for thinking about your success. You can buy it on Amazon or, for free, download a copy at the following link - [Click Here](#).

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Although most of my podcasts involve me addressing an important point for your success, I'm always looking for guests who'd like to be interviewed about their personal and professional achievements and the lessons learned. [Email me](#) if you're interested in participating.

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disruptive ventures. Yet at the same time, the future of healthcare offers medical groups tremendous opportunity.

This small book is a collection of essays, of thoughts as tools for your success. Read. Think. Succeed. Repeat.

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Hospital-Based Medical Group Mergers, Acquisitions & Alternatives



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Some days, it seems as if everyone, from anesthesia or vascular surgery practices, is talking about selling their larger group, to private equity investors, or to a hospital.

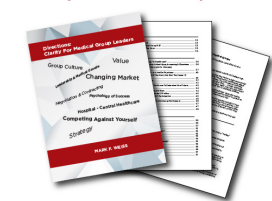
The reality is that some practices can be sold, some can't, and some have nothing to sell.

The reality also is that there are a number of strategic practice sales.

A perfect storm of factors is accelerating the market for based medical group mergers and acquisitions.

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Directions: Clarity For Medical Group Leaders



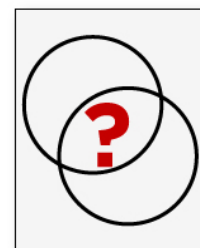
COMPLIMENTARY BOOK DOWNLOAD

The healthcare market is changing rapidly, bringing new problems.

How can you find a solution, how can you engage in the development of strategy, and how can you plan your group's future without tools to help clarify your think

Directions is a collection of thoughts as thinking tools, to instruct, inform, and even more so, cause you to give instruct and inform yourself.

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Mark's article **OIG Advisory Opinion Secrets and Strategy** published in the Summer 2016 volume of Communique. Read [here](#).

Finders keepers, losers weepers. Except in connection with overpayments from Medicare, then it's a violation of False Claims Act leading to significant liability, that is, to repay the overpaid sum within 60 days. **CMS Resets the Clock for Return Of Medicare Overpayments**, was published on AnesthesiologyNews.com on May 2016. Read [here](#).

Mark's article **A New Strategy To Profit From Interventional Radiology**, co-authored with Cecilia Kronawitter, was published on AuntMinnie.com. Read [here](#).