

AMPLIFY

The Sophomore Slump: Year 2 For the New Urgent Care Operator

Patrice Pash BSN RN – Director of Onboarding & Optimization



The Sophomore Slump: Year 2 & 3 For the New Urgent Care Operator



Patrice Pash BSN RN

Head of Professional Services

Financial Disclosures

Disclosure of Relevant Financial Relationships

I am an employee of UrgentIQ – an electronic medical record platform for urgent care centers

I have no additional financial relationships to disclose

Disclosure of Off-Label and/of Investigative Uses

I will not discuss off-label use and/or investigational use in my presentation

Year 1 – Survival

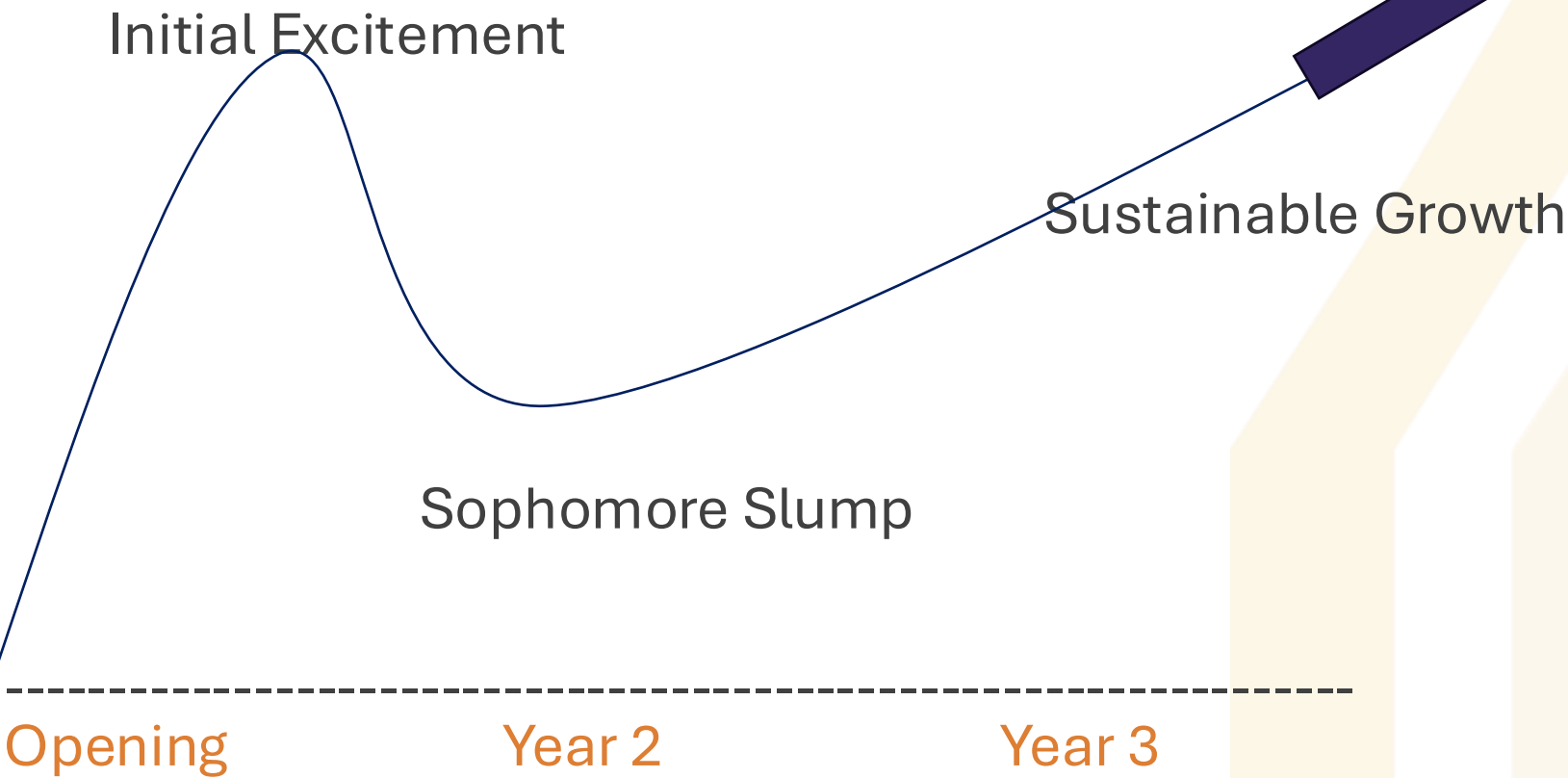


- Get open
- See patients
- Train Staff
- Get claims out
- Get paid
- Don't run out of money

* Sleep (optional)

The Sophomore Slump Curve

Performance / Confidence



What is the Sophomore Slump in Urgent Care

The performance plateau or operational stress that occurs after the initial excitement or patient curiosity of Year 1 declines.



Common Symptoms of a Sophomore Slump

Operational Stress

- Inefficient workflows become obvious
- Provider burnout

Financial Pressure

- Revenue pressure
- Visit volume plateau

Market Weakness

- Reduced community engagement
- Weak employer relationships



Year 2: Avoid the Slump



Hard work or determination
doesn't carry a center past Year 1

Sustainable growth requires
building consistent operational
systems

8 Operational Levers to Escape the Sophomore Slump



Strengthen Reputation & Community Trust

Common Traps

- Over reliance on digital marketing
- Inconsistent patient experience
- Weak Google presence
- Lack or poor follow up of reviews

Best Practices

- Create a diversified strategy
- Get out in the community-Standardize patient experience – monitor, educate staff
- Standardize workflows
- Engage and respond

Standardize Workflows & Clinical Consistency

Common Traps

- Provider variability
- Poorly configured EMR templates
- Inconsistent triage standards
- Lack of a training plan
- Lack of quality initiatives, review and follow up

Best Practices

- Create standard clinical pathways
- Create intentional EMR templates and review these regularly
- Have a cadence of chart audits
- Build a structured training framework

Optimize Operational Readiness to Reach Break Even

Common Traps

- Overstaffing
- Over-purchasing
- Overinvesting in the latest equipment
- Distracted by new technology

Best Practices

- Track your patient volume trends
- Set Min/Max/PAR levels
- Avoid the “shiny object” trap
- Monitor the critical stuff

*Learn the basics of your claim cycle – be an active participant with your billing team.

Strengthen Compliance Infrastructure

Common Traps

- Weak documentation
- Poor follow through compliance
- Lack of audits
- Lack of regular compliance monitoring or training

Best Practices

- Create a compliance calendar
- Document policy & procedures
- Create regular audits
- Invest in training

Strengthen Patient Acquisition & Retention

Common Traps

- Discount marketing strategies
- Ignoring retention metrics
- Poor patient follow-up/Poor billing communication
- Lack of connection with employers

Best Practices

- Determine how your patients find you
- Create regular surveys with measurable reporting
- Don't lose your connection to patients
- Set up intentional meetings

Optimize EMR, RCM & Staffing Efficiencies

Common Traps

- Manual billing processes
- Under/over documentation
- Optimize patient flow/ staff workflows
- Track productivity
- Static staffing models

Best Practices

- Automation
- Standardize templates to maximize documentation and charge capture
- Look for bottlenecks in workflows
- Educate and reward
- Staff to your trends

Expand Service Lines Strategically

Common Traps

- Offering services to keep up with competitors
- Trying to offer everything all at once

Best Practices

- Evaluate your community
- Get to know employers
- Understand what services go together
- Solicit staff input

Improve Margins Through Data



Common Traps

- Not creating or ignoring dashboards
- Infrequent KPI review
- Failure to inform or involve staff in metrics measurement or results



Best Practices

- Weekly KPI reviews
- Set regular strategic meetings with key personnel
- Make decisions based on data

Year 3: Define Your Next Growth Move

Leadership

Operations

Strategy

Financials

Develop Leaders

Mature Workflows

Plan Expansion

Know Your Numbers

Once a center stabilizes operations in Year 2, the focus shifts from optimization to durability and strategic growth

Case Study: Amazon – Surviving the Sophomore Slump

- **Early Challenge**

Launches in mid-1990s – faced during dot-com downturn that consumers would adopt online retail

- **Key Obstacles**

Thin profit margins

Heavy infrastructure investment

Intense investor pressure early

- **Strategic Lesson**

*Amazon focused **RELENTLESSLY** on logistics, fulfillment infrastructure, and customer experience*

- **Outcome**

Global leader in retail, logistics, and cloud computing

- **Takeaway for Urgent Care**

Operational infrastructure built early enables long-term scale



Case Study : Lansing Urgent Care – Surviving the Sophomore Slump

- **Early Challenge**

Opened with strong demand, but little guidance or industry standards to reference

- **Key Obstacles**

Workflow inefficiencies

EMR not scaling with volume

Rising operational cost drag

- **Strategic Lesson**

Year 1 success masked structural problems

- **Strategic Shift**

*Prioritized speed per patient *** Staff inefficiencies throughout clinic workflow *** Re-evaluated core infrastructure*

- **Outcomes**

*Reduced operational friction *** Improved staff morale *** Positioned for multi-site expansion*



The Future of Your Urgent Care is Built in Year 2

Year 1 proves you can open

Year 2 proves you can operate

Year 3 proves you can scale

Success in urgent care is RARELY about working harder ---
it **IS** about building systems that work consistently!

I Need Your Feedback



Prefer paper?

On the form in front of you, please score me and the content I shared with you today.



Success isn't the Launch—
It's the Systems You Build Afterward.

Wishing You Continued
Success!

Thank You for Attending!