

The opening (or impending opening) of four specialty heart hospitals in the Indianapolis area caused OrthoIndy to analyze the potential for a joint-ventured orthopedic hospital. From many of the physicians' perspectives, the cardiologists working at the new heart hospitals were gaining a new stream of revenue and, along with their partners, would be able to provide new, beautiful facilities and equipment to attract better-paying patients. Following lengthy and somewhat heated arguments, OrthoIndy decided to proceed with a for-profit, partnership-style organization—a state-of-the-art hospital that would specialize in musculoskeletal care. Only members of the group could become partners in the new Indiana Orthopaedic Hospital. Those with ethical or other reservations could distance themselves from the venture.

The plan was to fast-track the opening of Indiana Orthopaedic Hospital by shortening its construction time by six to ten months. OrthoIndy's leaders justified the venture by asserting that their stand-alone, state-of-the-art facility owned and operated by OrthoIndy physicians would provide patients higher-quality care and better treatment options.

By offering various services, OrthoIndy aimed to differentiate the new hospital from the other general hospitals practicing orthopedics in its market area. From admission to discharge, patients would enjoy a "like-home" atmosphere, complete with satellite television and access to e-mail and the Internet. Patient rooms would be spacious and well appointed and would include a work or reading nook for friends and family members. After discharge, patients would enjoy additional conveniences, such as coordinated postoperative appointments with their physician's office and referrals to the state-of-the-art, on-campus physical therapy center.

With great effort, construction crews completed the hospital on time. The following announcement was published on its opening day (PR Newswire 2005):

INDIANAPOLIS, March 1—OrthoIndy announced today the opening of the Indiana Orthopaedic Hospital, central Ind.'s first and only orthopaedic specialty hospital located at I-465 and West 86th Street. Spanning 130,000 square feet, the hospital represents a \$50 million commitment to the city of Indianapolis, its residents and to the patients who will receive care at this state-of-the-art facility. . . .

The Indiana Orthopaedic Hospital was built when OrthoIndy physicians saw an increasing need to deliver specialized orthopaedic care in a patient-focused environment. Approximately 60 physicians from central Ind. will practice at the hospital that will focus on complex surgical procedures, including total joint replacements and spinal cases. Amenities include 10 spacious and technologically advanced operating suites, 37 patient rooms, 39 pre and post-operative rooms, 16 post-anesthesia care unit (PACU) rooms, an imaging center with digital radiography, Magnetic Resonance Imaging (MRI), and CatScan (CT) availability, in and outpatient therapy services, a