

# System-Wide Service Line Strategy

## Challenge

This market is dominated by one of our client's competitors, which controls the top of the market in terms of acuity and is generally located in areas with desirable demographics. As such, our client was unable to compete in terms of doing "everything, everywhere." Our goal was to identify where it made sense to consolidate duplicative clinical programs into a single "system resource" model to result in stronger specialty programs across the system.

## Solution

In order to achieve this goal, we were engaged to provide a conceptual model to then apply to a review of individual service lines. Through working closely with the strategy and service line leaders, we:

- Performed competitive assessments of each service line by campus to determine their ability to compete on a campus-by-campus basis
- Facilitated strategic dialogue with the senior management team in terms of the risks and benefits of a consolidation strategy
- Pinpointed cost and quality goals that could be achieved by consolidating multiple small programs into one (or sometimes two) consolidated platforms
- Identified physician alignment challenges and strategies to achieve the necessary commitment from physicians to realign several of the service lines (neurosciences, OB, CV surgery and behavioral health were areas of particular focus)

## About the Client:

- *A regional not-for-profit health system, which operates hospitals in multiple markets across the Midwest*
- *Project scope included their seven hospitals in the one particular Midwest metro market, including a major children's hospital*

Contact us for information on how we can help you reach your goals.

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