

# Service Line Strategic Planning

## Healthcare Service Line Strategic Planning

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- » Imaging
- » Women's Health
- » Pediatric Services
- » Cancer Services
- » Emergency Services

### Cardiovascular Services

Our professionals have worked with dozens of hospitals and health systems over the last several years to develop next-generation cardiovascular plans. Engagements include:

- » Hospital/health system cardiovascular service line strategy planning
- » Cardiovascular institute development
- » Physician/hospital collaborative models (including joint ventures)
- » Horizontal program expansion into imaging and vascular
- » Business plan for individual program area – surgery, EP, interventional diagnostic, vascular/endovascular
- » Feasibility studies (open heart, interventional cardiology and diagnostic cath)
- » Operational and facility audits of cardiovascular programs

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### Neurosciences Services

Beginning with the publication of our 2002 special report, Evaluating Strategic Opportunities in the Neurosciences, our professionals have assisted leading health systems – including academic medical centers and community health systems – develop plans to advance their neurosciences agendas. Our services include strategic planning and financial forecasting related to the following:

- » Neuroscience center strategic plans
- » Business plans for the “next generation” program development for:
  - › Spine
  - › Stroke
  - › Pain
  - › Epilepsy
  - › Brain tumor
  - › Behavioral health

- » Rehabilitation services
- » Technology joint venture plans
- » Hospital partnership development including physician employment

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### Imaging Services

Imaging is a rapidly growing and highly competitive service that touches virtually every specialty and service line with significant implications on how, where and by whom care will be delivered in the future. Imaging services, particularly those delivered in the outpatient setting, play an increasingly important role in patient and physician satisfaction, support of key service lines and contribution to overall health system bottom line. In recent years, the industry has experienced double-digit growth rates for advanced imaging procedures delivered in an outpatient setting. That said, there is growing competition for and financial pressure on these services that need to be factored into every health system's strategic planning considerations.

Our services identify strategic opportunities, risks and implementation approaches to address these burgeoning areas for which many hospitals/health systems do not have strategic plans. Sample projects in this area include:

- » Imaging service line plans
- » Joint venture development
- » Technology assessment
- » Physician alignment strategies (including those addressing “turf” wars)
- » Radiology group formation/alignment

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## Women's Health Services

Our approach to women's health planning ensures the adopted strategy is market-relevant, consumer-focused and consistent with organizational positioning, strategies and culture. Our work spans all types of hospitals/health systems from small rural facilities to large, urban academic medical centers and includes:

- » Comprehensive women's health strategy development
- » Women's health facility evaluation and feasibility analysis (e.g., specialty hospitals, outpatient centers)
- » Evaluation, opportunity assessment and business development plan for specific women's programs (e.g., GynOnc, NICU)
- » Volume projections, physician requirements and financial performance modeling

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## Pediatric Services

As pediatric care continues to evolve, Navigant Consulting has developed specific expertise and knowledge in the strategic financial and operational assessment of pediatric programs and services. Our extensive track record includes working with freestanding children's hospitals, hospitals-within-a-hospital, and community hospitals with robust pediatric programs. Our work addresses a broad array of planning issues that are relevant to almost every pediatric program – service expansion and/or reduction, facility evaluation/sizing, program specific growth plans, partnership evaluations and medical staff development plans.

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## Cancer Services

We have assisted clients ranging from local community hospitals to National Cancer Institute-designated academic medical centers in developing innovative strategic approaches. Our oncology experience for both new and well-established, nationally-renowned programs includes:

- » Oncology service line and comprehensive center strategic planning
- » Next generation, site-specific business plan development
- » Partnership/joint venture formation
- » Market sizing and financial forecasting
- » Technology feasibility assessments
- » Operational assessments and best practice benchmarking
- » Physician relationship development

A special report focused on oncology program ROI and partnership models will be released in the summer of 2006.

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## Emergency Services

With 15–30% of emergency room visits resulting in a hospital admission and significant related diagnostic and procedural volumes, emergency services represent a significant growth opportunity for hospitals and health systems. We have significant strategic and operational expertise repositioning emergency services within overall organizational goals. This expertise includes service guarantee programs, specialty-specific programs based in the emergency department (e.g., chest pain clinic, stroke program), throughput improvement initiatives and development of off-site urgent care/emergency services capabilities.

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