

**ECG CORE SERVICES**

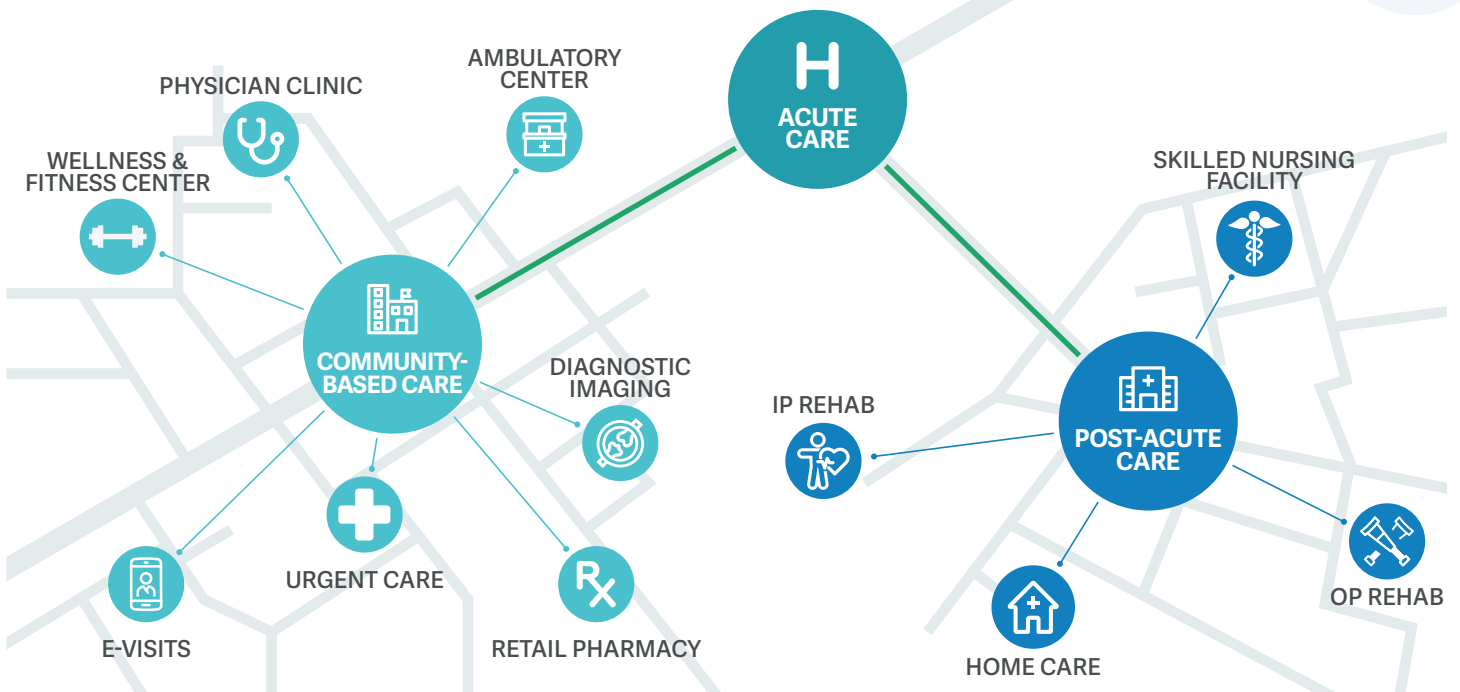
# Regional Service Line Planning

As patient care continues to expand beyond hospital walls, health systems must develop and operationalize a comprehensive strategy to truly integrate clinical service lines across the enterprise.

Today, many health systems operate service lines at the hospital level and lack coordination across sites of care or integration with affiliated medical groups. The result is a siloed organizational structure with duplicative services and little to no understanding of systemwide service line financials. This approach is ineffective, costly, and poorly suited for the new realities of the US healthcare market.

Going forward, health systems need to deploy services across multiple facilities under system-wide service line umbrellas. Ambulatory sites must be tightly aligned with affiliated medical groups, and financials must be reported at the site of care and the service line level. Future service line success requires a cohesive strategy and focused implementation to achieve true enterprise-wide integration.

The regional service line approach is an ideal strategic response to the fundamental transformation of the hospital business to the healthcare business.

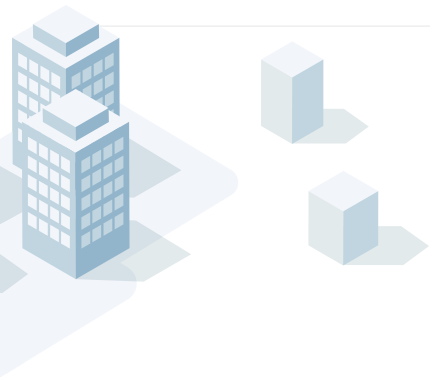


Health systems face challenging market and internal factors when trying to effectively integrate their service lines across multiple sites of care. These include:

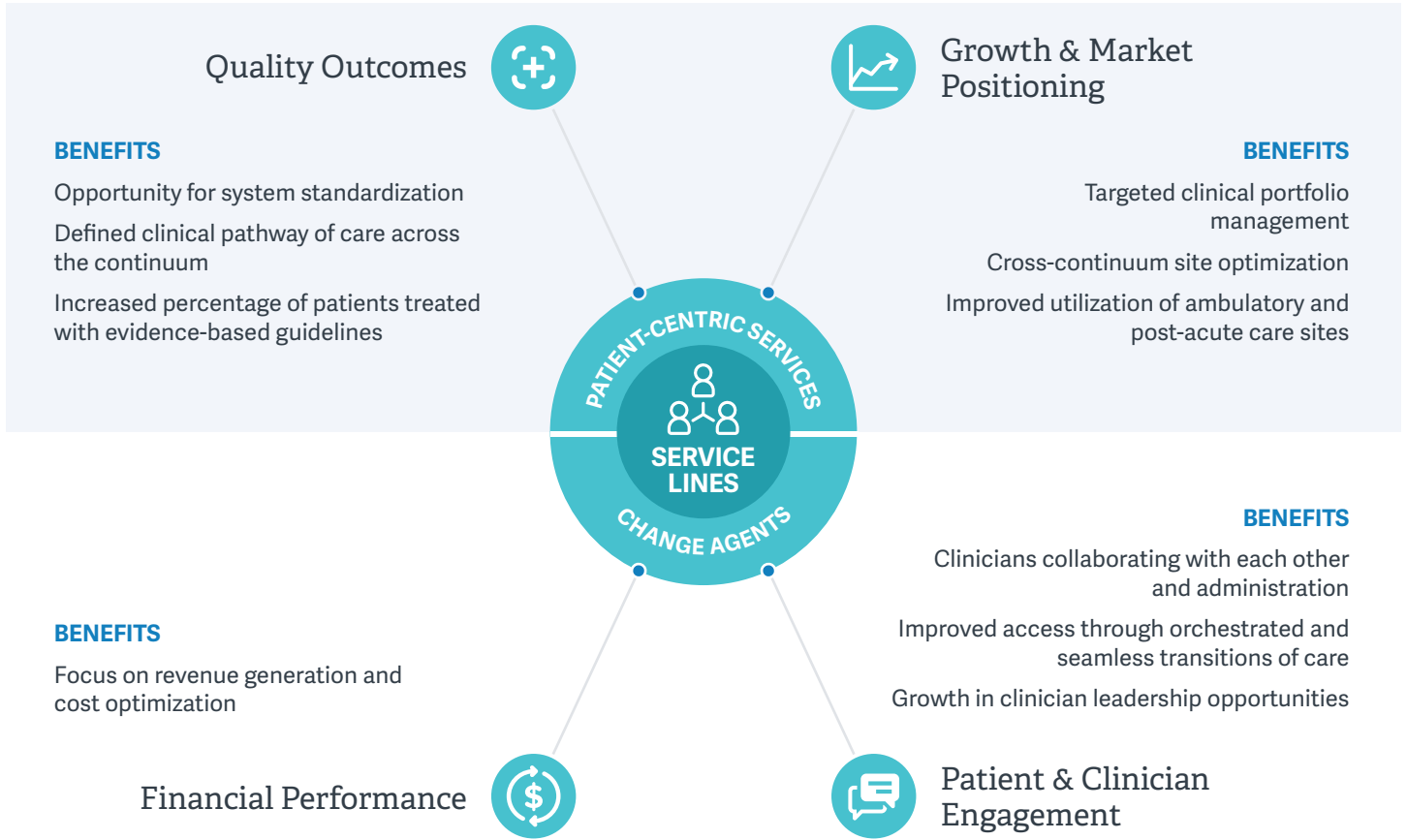
- ✓ **DEVELOPMENT** of care delivery systems that are consistent, improve quality, reduce costs, and enhance the patient experience.
- ✓ **TRANSFORMATION** from a volume-driven, fee-for-service system to a value-based or population health model.
- ✓ **ALIGNMENT** of all parts of the health system to ensure a coordinated, consistent, patient-centric approach.

To begin addressing these challenges, health system and service line leaders must answer the following questions:











- ? What is your health system's **vision for success**, and how will you use service lines to lead organizational change?
- ? How will your health system **drive performance** through your portfolio of clinical programs?
- ? How will your health system develop a more **effective pathway** for physician alignment and engagement?
- ? What are the **benefits and results** of building a comprehensive service line platform?



# ECG helps health systems to successfully organize around service lines and achieve four major areas of benefits.



**ECG OFFERS** strategy, finance, and performance transformation consulting expertise across all major clinical service lines. Our service offerings include:

-  BEHAVIORAL HEALTH
-  IMAGING
-  ORTHOPEDICS
-  CARDIOVASCULAR
-  NEUROSCIENCE
-  PRIMARY CARE
-  CHILDREN'S HEALTH
-  ONCOLOGY
-  WOMEN'S HEALTH
-  HOSPITAL-BASED SPECIALTIES

## CASE STUDY

# LARGE MIDWEST HEALTH SYSTEM

## DEVELOPING AN ENTERPRISE-WIDE SERVICE LINE STRUCTURE FOR A REGIONAL HEALTH SYSTEM

A large, integrated healthcare delivery system in Illinois providing a full range of services across the care continuum through its acute and post-acute care facilities, employed physician organization, and academic affiliates was struggling with its clinical enterprise structure. The system had evolved rapidly and organically, driven by changing market conditions and medical group practice acquisitions. Leadership sought to optimize care delivery and enterprise performance through changes to its organizational philosophy and structure. ECG was engaged to facilitate this process and help build consensus on a sustainable model for success in a value-based world.

ECG began with a highly collaborative baseline assessment and clinical portfolio review to gain an understanding of existing structures, historical performance, and near-term opportunities. The team then reviewed peer models and best practices with the health system's project work group, which included representatives from each service line and the medical group. The structural options review informed the development of a vision and the evaluation of straw models tailored specifically to the organization. We then met with the project work group and executive leadership team to refine and document the preferred new organizational model, leadership and administrative constructs, and related recommendations and transition considerations.

ECG delivered a comprehensive report encapsulating the iterative process and agreed-upon model. The report outlined:

Assumptions and rationale behind choices made.

Key features, benefits, and implications of the new structure.

The clinical enterprise architecture.

The span-of-control structure.

Management roles and responsibilities.

Integration between service lines and physician constituents from the medical group and private practices.

After completion of the initial project, ECG was asked to support implementation of the new model. As of late 2020, the health system reported that the new structure provided a critical underpinning to help it weather the COVID-19 pandemic.

## CONTACT US

➔ For more information about **ECG's services**, visit [ecgmc.com](https://ecgmc.com) or call **703-522-8450**.



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