

Hospital Business Planning: Shared Radiology Services

The Challenge

The Health System constructed a new, \$18 million dollar state of the art radiology facility, but determined it was not being effectively used system-wide. Financially and clinically, this was unacceptable. The new technology would enable doctors to share clinical information at any location across the System and an improved patient scheduling and registration capability made the patient experience quick and easy. On the opportunity side of the equation, the upgraded Radiology capability had to be visible to referring physicians and patients alike in order to gain market share for the System. On the cost side, the facility had to expand services across the system to justify and disperse its expense. The Health System challenged Greencastle to create a business and marketing plan that would drive increased facility utilization and increased market share for the health system.

Greencastle Solution – Plan, Organize, & Execute Action

- Created a business plan for Radiology Shared Services to gain market share and a return on investment. Radiology would increase revenue from improvements in patient environment, patient processing, payer mix, brand recognition, operating expenses, and productivity.
- Directed system resources in the conduct of the cost-benefit analysis.
- Assessed utilization of existing System Radiology resources and determined facility was utilized at 35% of capacity, with extensive upside potential.
- Developed and presented competitive strategies to system executives, including flexible scheduling, cross training, shared staff and radiologist specialization.
- Managed and coordinated the development of the marketing plan that would drive re-branding, increase community awareness, increase referrals and improve relations with community leaders.
- Organized and lead a Project Management Office (PMO) to track progress, streamline communications, and accelerate issue resolution.

Results

- Shared services model fully embraced by the other 5 hospitals in the system.
- Increased market share by 30% over a 6 month period through physician referral and implementation of the marketing plan.
- Drove a 200% increase in facility utilization.
- Increased patient satisfaction. Community members were able to stay within their preferred system and experience a smooth transition between referrals and visits.
- Fully utilized radiology specialists in the provision of critical radiology coverage across the Health System.