

Transforming the care delivery system

Creating a full continuum of care

As care delivery migrates toward the outpatient setting, it is more important than ever for provider organizations to organize their breadth of services to deliver cost-effective care at the right time, and in the right place. Health system executives must be more nimble as they grapple with increased competition, shrinking reimbursement and growing consumer scrutiny on the value of care. Leaders of progressive organizations are proactively setting the stage to transform individual service lines to align with financial, clinical quality and strategic goals of a health system across its care continuum.

When considering the full evolution of the health system, leaders should redesign service lines from the ground up, with intentional focus on organized management and governance to support a seamless care experience for patients and their families across numerous sites and platforms. This intentional and forward-looking approach will help health systems scale and ensure smart growth, differentiate access and service, increase operational efficiencies and quality excellence, and provide enhanced service to communities for all health and wellness needs.

Instead of using a one-size-fits-all approach, successful organizations focus on their unique characteristics:

-  Robust understanding of both local and regional market dynamics
-  Recognition of consumer expectations for different services
-  Specialized care delivery teams providing timely access to care
-  A solid infrastructure of clinical, administrative and support capacity
-  Intentional strategies to connect specialty care to primary care

Service line strategy for the future of care delivery

Our goal is to partner with health systems to develop service line governance and management structures to fuel innovation. Our methodology implements strategic guidance and oversight, executes against operational best practices and helps providers advance the health system's mission, vision and values.

Key elements of service line structure and strategy combine to:

- Define the role of service lines in strategy, operations, care delivery and finance
- Formalize physician alignment with distinctive opportunities for input, leadership and collaboration
- Design mechanisms to identify and breakdown siloes across the system
- Evolve traditional health system leadership roles to compliment new strategies
- Compose clearly defined roles and responsibilities for service line leadership and support functions
- Communicate clear and consistent recommendations and vetting processes
- Enhance connectivity and alignment to other existing structures (i.e., Clinically Integrated Network ("CIN"), medical group, post-acute support services)

Promoting physician engagement through service line redesign

Case in brief

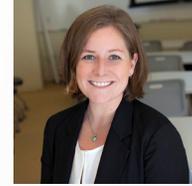
A multi-facility health system was struggling with physician alignment and care variation across several service lines. Health system leadership faced failing relationships with community physicians and attrition to local competition, and knew they needed to take action to align with their physician partners and ensure a solid foundation for growth.

Solution

Hospital leadership partnered with Optum Advisory Services to further advance their service line quality, safety, efficiency and cost-effectiveness with aggressive strategic and financial goals designed to increase physician satisfaction and alignment. One tactic the team deployed was investing in Hospital Efficiency Improvement Programs (HEIP) to make selected service lines more comprehensive and robust in how they deliver patient care through the continuum. This made an immediate impact on how the system partners with providers. The newly designed governance structure serves as the foundation for more meaningful partnerships with service line leaders, the ability to share savings with providers and an improved high quality and cost effective care delivery model.

Impact

The financial value of service line optimization yielded \$10M+ per year with over \$100K in tracked savings in the first month alone.



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How we can help

Optum uses decades of research and experience in service line innovation to understand the nuances involved in service line growth. Our experience developing and enhancing service line structures shows that true optimization comes from a customized approach that drives impact and engages all stakeholders:



Service-line specific intellectual capital

Specific focus on the implications of clear definitions, accountability and authority



Firm grasp of organizational realities and best practices to generate solutions

Our goal is to develop the *right* model for our partners instead of mapping to a standard plan



Change-management expertise

Our approach ensures all stakeholders are engaged and prepared for what's to come



Hands-on experience at the intersection of providers and other stakeholders, such as systems, patients and payers

We begin all work at the critical intersection of providers and administrators, working to build consensus and deliver meaningful, actionable work

Learn more:

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