

STRATEGIC PLANNING: 2009

CASE STUDY SERIES: SERVICE LINE STRATEGIC PLANNING- Part 2 of 3

The first in our series on Strategic Planning 2009 dealt with critical issues planning. This issue highlights an approach based on identifying key service line(s) and developing a multidisciplinary approach by capitalizing on internal strengths to expand market opportunities, decrease variability and costs, and enhance quality.

Service Line Strategic Planning

- Evaluate options to grow the business now and over the next two to three years.
- Use a multidisciplinary approach to business development,
- Evaluate the environment, including the competition and service line trends.
- Pull together data from disparate sources and data systems to compare with financial and performance benchmarks.
- Identify areas to increase uniformity, reduce costs, increase productivity, enhance quality.

Case Study: 500-Bed Community Hospital

With a large primary stroke center, a neuroscience unit, a wide range of neuroscience specialists and excellent neuroscience technology, this hospital had all the necessary components of a neuroscience center of excellence. To integrate the service line components and establish priorities, medical staff leadership and key administrators worked together to establish a detailed and actionable neuroscience strategic plan. Specifics included:

- Plans for the growth of eight neuroscience services including targets for implementation and achievement.
- Financial performance targets.
- Development of evidence-based medical protocols and nursing procedures.
- Internal and external marketing plans.

By building consensus on a plan of action to capitalize on a service line with strong market opportunity and an existing investment in technology and personnel, the medical center is prepared to improve patient care and financial results

To discuss how best to apply service line strategic planning at your hospital or health system, contact Lynn Schultz at 770-569-5107 or lschultz@newsolutionsinc.com

New Solutions, Inc. (NSI) is a management consulting firm offering a broad base of services tailored to meet the diverse and changing needs of health care providers. NSI offers a full array of health care consulting including development and implementation of strategic and service line plans, business development and marketing plans, community needs assessments, medical staff development, outcomes measurement and monitoring, and regulatory compliance activities.

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