

TrustWorks

Collective

CLIENT CHALLENGE



The Chief Ambulatory Officer of a 16-hospital health system was tasked to expeditiously develop a business case to determine if the health system should independently build and operate, or partner for services that would enable the development and management of freestanding emergency department/urgent care centers throughout its expanding service area.

TRUSTWORKS COLLECTIVE APPROACH

1

TrustWorks identified and validated the strategic objectives and key success components, including experience with the state and federal regulatory framework applicable to the operations, and the health system's operational capabilities, structure and capacity across all functional areas necessary to develop, implement and manage a determined number of freestanding emergency department/urgent care centers over a quantified period of time, as well as identified financial considerations and constraints.

2

TrustWorks assessed the value proposition associated with partnering against the above key success components to determine what, if any, gaps existed to successfully executing an independent approach to the development and operation of freestanding emergency departments/urgent care centers.

3

TrustWorks quantified the capital requirements and financial performance associated with the independent development and operation of freestanding emergency departments/urgent care centers.

RESULTS



TrustWorks demonstrated by functional area that the health system possessed the requisite financial and human capital, and the necessary operational expertise to independently develop and manage these new assets.



The final development and operational roadmap included critical success factors for achieving their strategic objectives in an increasingly competitive market, including speed to market, organizational structure and staffing composition, leveraging experienced health system resources in leadership positions, and clinical and operational performance metrics responsive to multiple stakeholders.



TrustWorks developed a multi-variable financial model enabling the health system to perform scenario analysis for alternative approaches to development and operations over a five-year period. At the conclusion of the engagement, the financial model was transferred to the health system for continued utilization.