

TrustWorks

Collective

CLIENT CHALLENGE



An academic healthcare system doubled the size of its catchment area by acquiring a community hospital, opening an ambulatory services campus and partnering with a large multi-specialty medical group. The health system intended to leverage this non-faculty based practice model to expand patient access and diversify revenue, but the partnership ultimately created unanticipated integration challenges across care delivery components.

TRUSTWORKS COLLECTIVE APPROACH

1

The client retained TrustWorks to design a more integrated approach to achieving its strategic growth objectives. As an initial step, and in collaboration with service line and health system leadership, TrustWorks evaluated service line performance against the health system's 2025 strategic plan, including a gap analysis quantifying the total addressable market and the necessary professional resources by subspecialty. The assessment also included a network utilization report, including referral, capture and leakage metrics, and identified improvement opportunities to enhance access, care continuity and value-based performance.

2

TrustWorks then focused on speaking with key leadership across care delivery components. Based upon data analysis and discussion, TrustWorks developed a straw man organizational structure for the service line weaving together the multiple academic and community-based components across the care continuum, including primary, medical and interventional care specialties to enable a collaborative academic / community approach to advancing the health system's strategic plan in an aligned manner.

RESULTS



TrustWorks delivered an organizational blueprint for integrating the academic and community based entities and cultures in a manner that aligned stakeholder priorities and fostered collaborative execution of the academic health system's five-year strategic plan objectives. This blueprint included specific recommendations for integrating and streamlining service line governance, management and operating structures thereby creating a platform for faculty and community physicians to collaborate in the strategic planning and oversight process for the entire service line continuum.



Additional components of the blueprint addressed closing the resource gap for servicing the total addressable market, and the placement and realignment of clinical assets within their new geography to address network utilization and leakage. The result is a more collaborative and accountable health system approach to achieving strategic plan objectives around service line growth, system alignment and value-based care advancement.



TrustWorks also developed a physician and advance practice provider staffing, compensation and care model roadmap to modernize, standardize, and align clinical and business performance improvement objectives to support community group integration.