

An Urgent Case to Build

A TrustWorks Case Study



Determining When A System Should Build, Not Partner for Urgent Care

TrustWorks assessed and recommended that a **health system independently build a network of emergent and urgent care facilities** rather than pursue a service partnership

Services Deployed

- Organizational Strategy
- M&A & Affiliation Support
- Enterprise Structural Design
- Service Line Planning
- Care Model Design
- Access Improvement Initiatives
- Business Model Transformation
- Financial Modeling
- Economic Performance Assessment
- Financial Affiliations & Gainsharing
- Market Growth & Analysis

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CHALLENGES



A 16-hospital health system wanted to **enter the market for freestanding emergency departments (FEDs) and urgent care centers (UCCs)** in its expanding service area. The Chief Ambulatory Officer was tasked with **expeditiously determining whether to independently build and operate these facilities or partner for services** that would enable their development and management.

SOLUTIONS



- TrustWorks identified the health system's **strategic objectives, operational capabilities, financial constraints, and structural capacity** across all functional areas needed to develop, implement, and manage a certain number of FEDs/UCCs over a defined period of time.
- TrustWorks weighed the **value propositions of a partnership approach versus an independent approach**, while assessing if any gaps existed to limit success.
- TrustWorks quantified the **capital requirements and financial performance** associated with the independent development and operation of FEDs/UCCs.

OUTCOMES



1

Recommended the Independent Approach

- Demonstrated that the system possessed the **requisite financial and human capital**, and the **necessary operational expertise** to develop and manage these new assets independently

2

Developed an Operational Roadmap

- Identified **critical success factors** for market
- Featured speed to market, organizational structure, staffing composition, leadership resources, and performance metrics

3

Delivered a Financial Model

- Enabled system to **perform multivariable scenario analyses** for alternative approaches to five-year scenario planning
- **Transferred model to health system** for continued utilization after end of engagement