

Current research agenda for operations leaders

Topic	What we're researching	Why it matters
Service line management/state of service lines	<ul style="list-style-type: none"> • What is going on with service lines as a model of organization today? • What are common org structures for service lines? What's working/not working? • What service lines do health systems have, and which ones are they prioritizing? Is this changing? Should it be changing? • How can service lines collaborate to better care for multi-morbid patients and/or appeal to consumer preferences? What creative ways are orgs restructuring their service lines to better deliver care and achieve strategic goals? 	<ul style="list-style-type: none"> • Service line leaders are responsible for strategically growing volumes, revenue, and margin but are often preoccupied by operational "fires" like workforce issues and capacity constraints.
Ambulatory network design	<ul style="list-style-type: none"> • What are the capabilities that health systems need to make the best use of ambulatory networks for the sustainability of their businesses? 	<ul style="list-style-type: none"> • Many health systems skip straight from assessing their market opportunity to operating ambulatory sites of care. They don't consider overall design or purpose of an ambulatory network because of a disproportionate focus on inpatient care, urgent market forces, or a lack of internal readiness and systems.
Benchmarking content	<ul style="list-style-type: none"> • What are the benchmarks for workforce span of control and turnover? • What are the benchmarks for health system margin? 	<ul style="list-style-type: none"> • Comparative data for staffing analysis • Orient margin performance to the larger market
Care variation reduction	<ul style="list-style-type: none"> • What is fundamentally new in how systems are approaching CVR? • What is the end goal of CVR? What is the pathway to get there? • Where are the biggest cost and ALOS reduction opportunities when looking across the system? 	<ul style="list-style-type: none"> • Rising costs, tighter margins, and mergers and acquisitions have changed the landscape for CVR • Care shifts from inpatient to outpatient and ambulatory, and from treating DRGs to disease clusters, have changed the opportunities for CVR

** If you are interested in participating in any of these active research studies, contact your account manager.*