

# Beth Israel Deaconess Hospital

formerly known as Jordan Hospital

## Results

MRI volume increased by

15%

Ultrasound volume increased by

10%

Mammography screenings increased by

15%

Beth Israel Deaconess Hospital successfully transitioned to an integrated health system, which was a top priority during strategic planning

“The non-financial goals realized from this project are also critical: patient satisfaction is up, the hospital team members have a heightened pride in their services, word-of-mouth referrals have increased significantly, philanthropy is up, the reputation has improved and the Cancer Survivor Day at Beth Israel

Deaconess Hospital is one of the largest community cancer-related events,” says James Fanale, M.D., Senior Vice President of System Development, Beth Israel Deaconess Hospital.

Beth Israel Deaconess Hospital in Plymouth, MA, is a 155-bed acute care hospital located 40 miles south of Boston. They have a 110-year history of serving the residents of Plymouth and Barnstable counties.

Like many independent community hospitals in 2008, Beth Israel Deaconess Hospital was struggling to find its place in the changing marketplace. Although this hospital was the only acute hospital within a 20-mile radius, they held a mere 50% of the market share. Within 40 miles of Beth Israel Deaconess Hospital were approximately 37 acute care/specialty hospitals with leading national names and prestigious academic institution tie-ins.

Alliance Radiology took a deeper look at the hospital’s radiology business and benchmarked each component of their service line against industry best practices using a proprietary data set. Alliance Radiology then created a thorough plan with the hospital based on the strategic goals of the hospital and specifically, based on the largest areas of opportunity in order to quickly realize cost savings and revenue. Alliance Radiology and Beth Israel Deaconess Hospital had a long history together. Alliance Radiology provided mobile imaging services to the hospital and we both felt that our values and commitment to quality aligned with the hospital’s mission and vision. Together, we worked toward bringing the hospital’s vision of moving toward an integrated health system a reality.



## ANALYSIS

In 2007, the population in Beth Israel Deaconess Hospital's PSA was approximately 203,991 and the SSA was 984,781, totaling 1,188,772.

Based on 2007 IMV Data, potential volumes for PET/CT Scans, MRI Scans and Radiation Oncology Treatments were calculated based on the population.

Alliance Radiology calculated the potential of each benchmarked modality in the PSA and SSA. The results were:

	PET/CT SCANS	MRI SCANS	RADIATION ONCOLOGY TREATMENTS
PSA	1,040	18,951	13,504
SSA	1,165	91,486	65,192
<b>TOTAL</b>	<b>2,205</b>	<b>110,437</b>	<b>78,696</b>

**PET/CT:** The PSA and SSA were over capacity by 86%. However, the PSA was underserved by 30%. Findings revealed that the majority of the PET/CT services were on the periphery of the SSA indicating modest opportunity.

**MRI:** The PSA and SSA were potentially underserved by 46%, indicating a strategic opportunity.

**Radiation Oncology:** The PSA and SSA were 36% underserved, indicating a strategic opportunity.

The market analysis showed there was sufficient potential in the market to move forward with exploring options to recapture and grow market share.

## REDUCING CAPITAL CONSTRAINTS

Beth Israel Deaconess Hospital concluded that they had the clinical foundation upon which to build. However, like many community hospitals, they had capital constraints. Combining Beth Israel Deaconess Hospital's core foundation of clinical excellence and Alliance Radiology's expertise and capital, the team moved forward. For Beth Israel Deaconess Hospital, it was a "build" versus "buy" decision and speed-to-market was critical.

## FAVORABLE FOR PROFITABLE GROWTH

The market analysis demonstrated the demographics were favorable for profitable growth. Speed-to-market was critical given the ongoing and evolving competitive landscape. Beth Israel Deaconess Hospital's major competitor aligned with a hospital 28 miles north of Plymouth to open a Breast Care Center.

## IMPLEMENTATION PLAN

**PET/CT:** Upgraded the PET/CT technology to shorten exam times for patients. The enhanced PET/CT service was a joint venture between Alliance Radiology, Beth Israel Deaconess Hospital and the radiology group at the hospital. This solution immediately made state-of-the-art technology available to the community and would support other clinical strategies.

**Breast Center:** The hospital executive team, medical leadership and Alliance Radiology initiated the aggressive plan to design, launch and open the Breast Center in 14 weeks (prior to the competition's center). With state-of-the-art technology, a complete continuum of clinical support services and multidisciplinary team of physicians, all aspects of breast care were designed and aligned. Breast care algorithms were developed taking a patient from detection of a breast issue to diagnosis within five days.

**Radiation Oncology:** Alliance Radiology assumed management of the Radiation Oncology department in December of 2009. The linear accelerator was upgraded, a new CT simulator and treatment planning system was installed, and upgrades to the electronic medical record, the initiation of a low dose rate (LDR) brachytherapy prostate seed program, and enhancement to workflow began immediately. Alliance Radiology provided ongoing Physics and Dosimetry staffing and worked closely with the hospital to recruit new radiation oncologists.

**Demand Generation (Marketing/Sales):** Alliance Radiology constructed a plan that was unique, cost-effective, sustainable and impactful while working seamlessly with Beth Israel Deaconess Hospital's clinical, operational and marketing/sales teams. Physician education included: tumor boards, grand rounds, web-based interactive sessions with CME credits and implementation of a direct communication line to the Breast Center. Consumer awareness was increased through multi-faceted campaigns including grassroots awareness campaigns in various women's organizations, Hospital Foundation work which provided support events with lectures and survivor celebrations, tactical advertising, web-based marketing and community events.

**Radiology Operations:** A full 360-degree assessment was done on the Radiology department and related services. Beth Israel Deaconess Hospital and Alliance Radiology started the continuous cycle of improvement which led to the creation of a competitive radiology business for the hospital—continuing to grow profitably year over year while providing high quality services to the community.

**Contact us today to discuss reaching the full potential of your radiology service line or outpatient imaging center.**

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