

## Case Study



## Compass Consulting Assists New Venture Florida Hospital Heartland Division, Sebring, FL

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Florida Hospital  
Heartland Division, Sebring, FL

## Compass Consulting Assists New Venture



How do you know for sure that your new outpatient imaging center is ideally located, equipped, staffed, and organized to operate efficiently – and grow patient volume at a rate that’s above average? When faced with this question not long ago, the management of Florida Hospital, Heartland Division, turned to Siemens Healthcare Consulting.

Affiliated with the Adventist health organization, the hospital has been a care provider in central Florida for 55 years. Situated in Sebring, a community located midway between the coastal cities of Sarasota and Fort Pierce, the hospital’s laboratory and radiology services are the largest of any hospital-based provider within its geographic service area.

### Expanding Their Outpatient Services

Building on the success of its first outpatient imaging center located adjacent to the hospital, Florida Hospital Heartland Division, recently located a second center in a community seven miles to the south. When they purchased an advanced CT imaging system from Siemens, they became aware of Compass, a consulting service developed by Siemens Healthcare Consulting to help customers optimize the utilization and marketing of their CT and MR imaging services.

### The Consulting Engagement

In order to confirm that their market approach for the new center was on target, the hospital administration asked Siemens to evaluate the following:

- The national, state, and local trends in imaging center growth
- The patient volume potential in the area surrounding the new imaging center
- The referring physician base for potential new involvement
- Reliable operating benchmarks for CT operations
- The new center’s workflow as a baseline for ongoing measurement

### Appraising Market Potential

Within the scope of their review, the Siemens consultants performed an analysis of imaging center growth patterns nationwide in order to verify the relative probability for success in the area selected for the new center. There was also a comprehensive demographic analysis conducted of the area that examined population and age distribution, incidence of disease, socio-economic mix, referral trends, competition, and utilization. Estimates of healthcare demand at the zip code level were made using a statistical model employing weighted measures to construct a percent score indicating how closely each zip code area compared with a hypothetical ideal territory.

“Florida Hospital looked to the Siemens Compass consulting study to provide an unbiased analysis of our targeted market. The consultants worked closely with our team to provide an individualized business model based upon thorough research and proven methods. Based upon their expertise, we were able to approach this endeavor with confidence in the success of our development.”

Roberta Cove  
Assistant V.P. of Ancillary Services  
Florida Hospital Heartland Division

### Analyzing Internal Workflow

The next step in the consulting engagement involved the design of an optimal workflow and staffing model for the new center. It began with a gap analysis of current processes to identify improvements that could be implemented in both outpatient facilities and would help assure the new facility could handle the expected patient volumes. The analysis determined that the alternate staffing model used in the center would require a modified workflow for enhancing the CT patient process.

### Positive Outcomes Projection

At the conclusion of the engagement, Florida Hospital Heartland Division, was provided with comprehensive benchmark data for the new outpatient center. The study validated the choice of location for the new facility and provided projection estimates of future patient volumes and potential revenues. Workflow redesign included a change in staffing that will enable the center to operate in their outpatient environment more effectively.

### About Siemens Healthcare Consulting

Utilizing expert resources and proven methodologies, Siemens Healthcare Consulting assists customers to improve clinical, operational, and financial performance by optimizing their healthcare delivery capabilities and workflow processes. Siemens credentials are based on a worldwide knowledge of healthcare combined with a leadership position in integrated medical and information technologies.

