

SCALE Case Study

# Radiology Service Line

## Client Profile

**Size**

Top Five  
Children's Hospitals

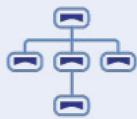
**Location**

Philadelphia, PA

**Specialty**

Radiology

## Services Deployed



**Structure Analysis**



**Strategy Performance Optimization**

## Overview

- + Radiology services are growing more complex while the supply of specialty physicians and staff decline. The health system needed to identify opportunities to better organize the management structure to meet the current and future needs of the department.
- + SCALE successfully helped client redesign the organizational structure in the Radiology service line in order to meet the growth objectives for the health system and the broader patient population.

## Needs & objectives for engagement

- + Our client's objective was to develop a structure in the department that is flexible enough to adjust to the growth in the health system at large including a larger affiliate network of health systems needing specialty radiology pediatric providers.
- + The health system was concerned at the inability of practice leadership to complete business development and growth projects and needed to understand the resources or organization development required to meet the growth requirements.

## Execution

- + SCALE deployed expertise in organization structure analysis and redesign who assessed the existing structure and decision making processes through a series of stakeholder interviews across the department and larger institutional organization. The team also assessed the performance of the department and developed a gap analysis. This assessment process led to a series of organizational meetings to develop a new organization structure that better supports the current and future health system requirements.
- + SCALE developed a budget and timeline for the recommended changes and socialized the new structure with leaders across the department and institution to gain stakeholder buy-in.

## Unique aspects of SCALE execution approach

SCALE's holistic approach to this organizational redesign required developing trusting relations up and down the health system included:

- + A practical approach to stabilize the departmental structure
- + A well-developed transition plan
- + Oversight of the plan
- + Additional assurance to the organization for a successful transition

## Execution timeline

- + The assessment and planning phases were four three months and early execution support was three months.

## Results

- + The department is reporting improved engagement with physicians and staff.
- + A system change project that was at risk at the beginning of the engagement was completed successfully on time.
- + Senior health system leadership report high satisfaction with process and outcomes