



Boulder Community Health: Transforming cardiology in a competitive and consolidating environment

Imperative for change

With market consolidation, decreasing patient volumes and reimbursement cuts, health care organizations must take a targeted service line approach to determine how they will differentiate and achieve smart growth in their market. Through their Market Performance Partnership and Advisory Board membership, Boulder Community Health (BCH) conducted a structured and focused service line assessment to identify their biggest opportunities for growth resulting in the development of a 3-year strategic plan. Following these efforts, cardiology was identified as the first service line for targeted transformation. BCH partnered with Optum Advisory to set and implement a cardiology service line strategy to remain an independent, sustainable health system and support the evolving care needs of its community.

“This is the type of transformative project that will drive sustainable change for our organization.”

Rob Vissers, BCH CEO



Innovative ideas and collaboration achieve change

The Optum team was engaged to define a repeatable methodology for service line assessment and strategy development that could be applied to other service lines in the future. A data-driven approach helped BCH move from a declared vision to intentional strategy with prioritized focus areas to grow and optimize their cardiology service line. Optum supported BCH in identifying specific initiatives to achieve smart growth, improve leadership competencies, and transform the cardiology service line using Optum resources with service line, workforce, analytics and best practice expertise.

Engagement overview

Taking a care continuum perspective and building on a data-driven approach enabled service line transformation.

- **Enabling infrastructure:** Designed and implemented discipline and rigor to optimize operations and create foundation for sustainable growth and transformation
- **Physician alignment:** Created a culture of physician-driven performance improvement (quality, operational) to accelerate ROI and enhance change management efforts
- **Clinical program standardization:** Developed targeted programs that differentiate BCH, reduce unnecessary care variation and streamline operations
- **Access:** Enhanced a patient-centric culture with convenient, timely care for patients enabled by improved provider schedule management, performance reporting and accountabilities to set operating discipline
- **Growth and innovation:** Fostered a future-oriented outlook proactively growing at or faster than the market, building on existing capacity, targeting specific geographies and subservice lines for smart growth

12:1 ROI

\$7M

projected ROI across
the transformed
cardiology service line*

Impact

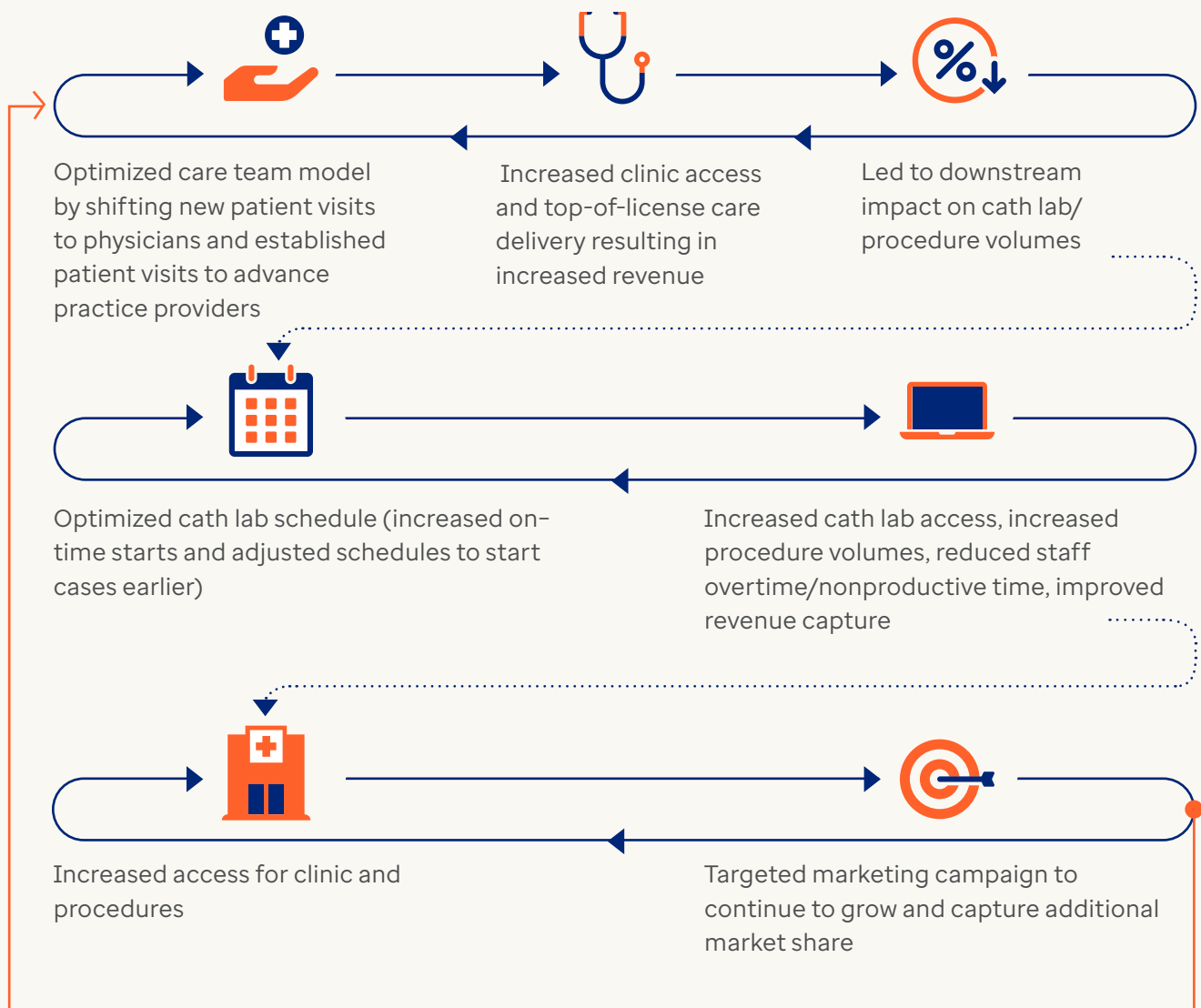
In collaboration with Optum partners, Boulder Community Health transformed its cardiology service line to achieve smart growth and drive sustainable change across the enterprise. Key successes include:

- Improved quality scores across coronary artery bypass graft, percutaneous coronary intervention and electrophysiology to allow the organization to publicly report data and market excellent outcomes to their community

- 50% increase in physician new patient visits drive access to care and additional revenue capture
- 15% increase in echo testing to enable timely access to interventions, improving outcomes and patient satisfaction
- Optimized cath lab schedule to drive 24% increase in volume, improving timely access to procedural care, lowering unnecessary workforce costs and strengthening patient and staff experience.

Initiative spotlight: Achieving smart growth

By leveraging a cross-continuum approach, BCH was able to achieve sustainable growth across multiple sites of care.



Meet our experts



Sasha Preble, MBA

Vice President, Strategy and Transformation
Optum Advisory



Laurie Norman MSN, APRN-BC

Senior Director, Strategy and Transformation
Optum Advisory



Alex Kist

Director, Strategy and Transformation
Optum Advisory



Denise B. Henry, RN, BSN, CPHQ

Manager, Strategy and Transformation
Optum Advisory

About Boulder Community Health

Boulder Community Health (BCH) has approximately 400 affiliated physicians and is 1 of 2 independent hospitals remaining in Colorado.

BCH leadership recognized the importance of staying independent in order to fulfill the vision for creating the healthiest community in America. They found a trusted partner in Optum to help achieve this vision.

Learn how Optum Advisory can help you determine and reach your organization's goals:

 optum.com/contact-us



optum.com

Optum is a registered trademark of Optum, Inc. in the U.S. and other jurisdictions. All other brand or product names are the property of their respective owners. Because we are continuously improving our products and services, Optum reserves the right to change specifications without prior notice. Optum is an equal opportunity employer.

© 2024 Optum, Inc. All rights reserved. WF14957773 10/24