Jordan Hospital
Plymouth, Massachusetts

Validate Mission / Vision and Strategic Interpretations

Jordan Hospital in Plymouth, MA is a 155-bed acute care hospital located 40 miles south of Boston, with a 110-year history of serving the residents from 12 towns in Plymouth and Barnstable counties. The hospital’s vision is to use its considerable expertise, resources and community support to transition from a traditional hospital to a more integrated health system with a purpose of improving the health of the community it serves.

In 2008, like many independent community hospitals, Jordan Hospital was facing challenges in the marketplace. Although Jordan was the only acute hospital within an approximate 20 mile radius, Jordan held only 50% market share. Within 40 miles of Jordan Hospital were approximately 37 acute care/specialty hospitals with leading national names in the healthcare industry and affiliations to prestigious academic intuitions. Eastern Massachusetts, a hospital-dominated territory, began consolidating in the mid-’90s, creating hub-and-spoke strategies to draw patients from the suburbs to the major medical centers and specialty centers in the city.

Jordan needed to formulate a strategy. The Senior Leadership team had a long history with Alliance HealthCare Radiology (“Alliance Radiology”) working with them at other institutions. Knowing that Alliance Radiology is a patient-centric organization and committed to quality, they reached out to Alliance Radiology, also a longtime partner to Jordan since 2002. Together, they initiated an effort to create a strategic plan that would bring the hospital’s vision of moving to a more integrated health system to reality.

Assess the External Environment

Alliance Radiology conducted a full market analysis for Jordan Hospital to identify potential opportunities in the market. This began with examining the network activity.

The notable systems in the area were: Partners HealthCare, Steward Health System and Cape Cod Healthcare. Of the three, one was identified as the key competitor. Despite Jordan’s rich history, the consolidation of the healthcare market began to pose a challenge in retaining market share. Jordan Hospital was losing key referrals and potential downstream revenue to its principal competitor.

“As an ACO, we want to mimic the patient-centric care and sound evidence-based medicine that we have seen in the Jordan/Alliance partnership, particularly in the Breast Center. Along with increased quality, we have the ingredients for a full clinical integration strategy providing a foundation to grow our ACO market share that will allow us to access overall savings. Our decision to partner with Alliance was a make versus buy decision. In our situation, partnering with Alliance was the best decision for us.”

— JAMES FANALE, M.D.,
Senior Vice President of System Development

Next, Alliance Radiology conducted an extensive evaluation of Jordan Hospital’s Primary Service Area (PSA) and Secondary Service Area (SSA) utilizing PET/CT, MRI and Radiation Oncology service offerings as benchmarks for assessing market opportunity.
In 2007, the population in the PSA was approximately 203,991 and the SSA was 984,781. (Source: Census Population provided by DemographicsNow) Based on 2007 IMV Data, potential volumes for PET/CT Scans, MRI Scans and Radiation Oncology Treatments were calculated based on the population.

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<thead>
<tr>
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<th>PET/CT SCANS</th>
<th>MRI SCANS</th>
<th>RADIATION ONCOLOGY TREATMENTS</th>
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</thead>
<tbody>
<tr>
<td>PSA</td>
<td>1,040</td>
<td>18,951</td>
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<tr>
<td>SSA</td>
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<tr>
<td>TOTAL</td>
<td>2,205</td>
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Overall Potential for PET/CT, MRI and Radiation Oncology Treatments

Alliance Radiology analyzed the data and calculated the potential of each benchmark modality and competition in the PSA and SSA. The results were:

- **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 periphery of SSA indicating modest opportunity.
- **MRI**: The PSA and SSA indicated the market was potentially underserved by 46%, indicating a strategic opportunity.
- **Radiation Oncology**: The PSA and SSA showed this market was 36% underserved, indicating a strategic opportunity.

Alliance Radiology concluded from the market analysis there was sufficient potential in the market to move forward with formulating a strategic plan with Jordan to explore options to recapture and grow the overall market share.

### Assess Internal Environment

The next step was for Jordan Hospital to assess their management and clinical team’s capacity for predicted growth. The hospital’s Centers of Excellence were: cardiovascular, lung program, sleep center, wound healing and hyperbaric center. Jordan did not have a comprehensive Woman’s Program. The overwhelming majority of U.S. adult women (90%) are responsible for healthcare decisions for themselves and/or members of their family. Jordan Hospital administration knew if they could capture this population they would regain market share. Overall, the oncology services were strong with the exception of the radiation oncology program that needed to be upgraded. Jordan concluded that they had the clinical foundation upon which to build. However, like many community hospitals, they had capital constraints. Combining Jordan Hospital’s core foundation of clinical excellence and Alliance Radiology’s expertise and capital, the team moved forward to formulate a strategy. For Jordan, it was a make versus buy decision and the key was speed-to-market.

### Formulate the Strategy

Jordan Hospital’s vision and internal resources were validated. The market analysis demonstrated the demographics were favorable. The strategic plan needed to ensure the finances worked, the technology was appropriate and the solution would fully integrate with Jordan Hospital’s systems and team. Together, Jordan and Alliance Radiology formulated a five-prong strategic plan:

- Upgrade technology and increase the availability of PET/CT.
- Develop a Breast Care Center to provide the women of the community with world class comprehensive care and garner loyalty that will lead them to utilize the other Jordan services for their families.
- Upgrade the current capabilities of the radiation oncology program to complement and support the other oncology services, bringing this service in line with the competitive environment.
- Execute a focused marketing program highlighting the new clinical capabilities of Jordan Hospital to the community.
- Develop an optimization plan for the Radiology Department focusing on efficiency and effectiveness.

### Critical Success Factors

Speed-to-market was a critical success factor given the ongoing and evolving competitive landscape. Jordan’s major competitor aligned with a hospital 28 miles north of Plymouth to open a Breast Care Center. Alliance Radiology and Jordan needed to execute on the strategic plan quickly and with precision. The following steps were taken:

- **PET/CT**: Implementation of Advanced Imaging Technology: Jordan and Alliance Radiology upgraded the PET/CT technology to shorten exam time for patients. The enhanced PET/CT service was a joint venture between Alliance Radiology, Jordan Hospital and the radiology group at Jordan. This solution immediately made state-of-the-art technology available to the community and would support the other clinical prongs of the strategy.
- **Breast Center**: Collaboration and Design of Clinical Capabilities: The hospital executive team, medical staff leadership and Alliance Radiology initiated the aggressive plan to design the Breast Center. Launched in June of 2009, it would open within 14 weeks and prior to the competition north. With state-of-the-art technology, a complete spectrum 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**: Deployment of Expertise and Strategy: 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. Ongoing Physics and Dosimetry staffing were provided and working closely with the hospital, and new radiation oncologists were recruited.

» **Marketing**: Creativity and Execution: Alliance Radiology crafted a plan that was unique, cost-effective, sustainable and impactful while working seamlessly with Jordan Hospital’s clinical, operational and marketing 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 by: building women’s grassroots awareness in various women’s organizations, foundations providing support events with lectures and survivor celebration, tactical advertising, web-based marketing and community events.

» **Radiology**: Optimization and Efficiency: Jordan implemented the optimization plan for the Radiology Department put forth by Alliance Radiology. The plan continues to have value in the current environment of cost containment.

**Results**

Jordan Hospital accomplished its vision: transitioning from a traditional hospital to a more integrated health system while improving the health of the community it serves. Together, Jordan Hospital and Alliance Radiology developed a strategy and executed on a plan that embraced teamwork, adopted new technology and clinical pathways while exceeding customer expectations and providing quality outcomes. The average patient satisfaction rate is now 96%. All projects are on budget and downstream revenue for other Jordan programs has increased.

PET/CT service increased from fractional hours of operation to full-time availability to support the Breast Center and Oncology program. Jordan and Alliance Radiology captured 56% of the SSA and 27% of the combined PSA and SSA with an overall increase in scans of 5% from 2008-2013 despite the SSA and PSA being over capacity by 86%.

At the conclusion of 2012, the Oncology program had seen an overall increase of 25% in treatments since 2009. Treatments per day are now averaging 33-44 compared to 26-30 in 2009. The Radiation Oncology Center now has 38% of PSA and 18% of the SSA with a higher number of breast cases due to the collaboration with the Breast Center. The center is renovated, completely paperless and possesses the latest technology, offering: IMRT, IGRT, SBRT and Prostate Seed Implants. The latest patient satisfaction score was at 98%. The program is clearly providing a highly personalized and unique patient experience.

Radiation Oncology Treatments

The Breast Center increased mammography screenings by 15%, ultrasound by 10% and MRI by 15% between 2009 and 2012.

Mammography Screenings 2009 – Present

Jordan has provided a key preventative service and has positioned the organization for the future. Jordan and Alliance Radiology continue to build on the success of these programs. “The non-financial goals realized from this project are: patient satisfaction is up, the hospital has 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 Jordan is one of the largest community cancer-related events,” as stated by James Fanale, M.D., Senior Vice President of System Development. He goes on to say, “To complement the women’s center, we have brought in a team of midwives and their OB cases have increased nearly 10%; a good indicator of overall increased downstream revenue for the hospital.”

In April of 2012, Jordan Hospital was one of the first organizations accepted as an Accountable Care Organization (ACOs) in the Shared Medicare Savings Programs. “As one of the first healthcare organizations on the South Shore and Cape Cod to be selected as an ACO, the Jordan Community ACO will provide its members with better health, better healthcare and better value,” says Peter Holden, Jordan Health Systems President and CEO. “Delivering outstanding quality and care is something that we’ve been providing to patients for more than 100 years. The Jordan Community ACO ushers in a new chapter of providing outstanding quality and care to those living on the South Shore and Cape Cod.”

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ingredients for a full clinical integration strategy providing a foundation to grow our ACO market share that will allow us to access overall savings. Our decision to partner with Alliance Radiology was a make versus buy decision. In our situation, partnering with Alliance Radiology was the best decision for us,” states Jim Fanale. He goes on to say when asked what advice he would give a hospital moving into the ACO environment, “Be on the front end of the design. We have always believed there is opportunity for first participating in change. We are still implementing the Radiology Plan from Alliance Radiology that focuses on optimization and efficiency. Dually managing the traditional payment system and ACO rewards for cost containment and management of utilization will be a challenge for everyone in the near term.”

Tim Budrewicz, Vice President of Operations and member of the Board of Directors of Southeastern Massachusetts PET/CT (Joint Venture Alliance Radiology and Jordan Hospital), states, “Working with the Jordan Hospital Team, from the Senior Leadership’s vision to the Clinical Staff’s ability to deliver a superior product, it has been a rewarding experience. With the strategic plan implemented, we have recaptured market share and provided valuable services to the community. Looking forward to the implementation of different aspects of the Accountable Care Act, I feel we have positioned both organizations to successfully operate in this new environment.”

The strategic plan that Jordan and Alliance Radiology put together has been a success and positioned both organizations for the future of healthcare. Clinically, it supports the hospital’s vision and patient-centric ACO initiatives. Financially, the services have supported the downstream. It has provided the community access to quality care, and resources that historically required travel. It has increased their exposure with women in the community, the primary decision-makers of healthcare in the family. And, the increased availability of advanced imaging has provided a first line of defense in detecting and treating cancer.

Our thanks go to the entire staff at Jordan Hospital, particularly Peter Holden, CEO; James Fanale, M.D., Senior Vice President of System Development; and Joseph Iannoni, Vice President of Finance. Their vision and fortitude to move toward a better future for Jordan Hospital made this partnership successful.

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“In the ever-changing healthcare environment, hospitals that have the foresight to prepare for the future have the best likelihood of success. Jordan Hospital is a great example of this. They had a clear vision of becoming an integrated health system, and recognized that they needed a partner like Alliance to help them assess their market and design a customized strategy that could rapidly turn that vision into a reality, helping them to outpace the competition. There is tremendous synergy between our two organizations, the center of which is our shared focus on providing the very best care to the community. We couldn’t be more pleased with the positive clinical and financial outcomes and look forward to supporting their continued growth.”

— RICH JONES,
President of Alliance Radiology

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