**Checklist: Service Line Assessment**

Can each hospital service line grow or at least sustain current volumes? Or should the hospital consider other strategies to ensure that its patient population has access to needed services?

The following assessment checklist can help healthcare finance leaders conduct a thoughtful service line analysis.

|  |  |  |  |
| --- | --- | --- | --- |
| **Category** | **Description** | **Metric(s)** | **Other Supporting Information** |
| **Strategic Goal(s)** | Identify how this service line is in direct support of existing or planned strategic goal(s) | Metrics from the strategic business plan specific to this service line to be inserted |  |
| **Competition for Service Line** | Ranking of this service line in the local market | For instance, number 1, 2, or 3 compared to other local healthcare providers |  |
| Local |  |  |  |
| Regional |  |  |  |
| National |  |  |  |
| **Demographics (Service Area)** | Population: age distribution, ethnic composition | Growing population or static; 40% over 65; etc. |  |
| **Our Service Line Ranking** |  |  |  |
| Local |  |  |  |
| Regional |  |  |  |
| National |  |  |  |
| **Our Service Line Business Model** |  |  |  |
| Solely Owned |  |  |  |
| Affiliation |  |  |  |
| Joint Venture |  |  |  |
| Other |  |  |  |
| **Service Line Patient Volume** |  |  |  |
| Outpatient |  |  |  |
| Inpatient |  |  |  |
| Telemedicine |  |  |  |
| e-Visits |  |  |  |
| **Third-Party Relationships for Complementary Services** | For example, hospice, home care, durable medical equipment, rehabilitation, etc. |  |  |
| **Accreditation/Awards** | For example, Chest Pain Center, Magnet Status, Comprehensive Stroke Program, Comprehensive Cancer Care Center, The Leapfrog Group, etc. |  |  |
| **Patient Care** |  |  |  |
| Patient Safety |  |  |  |
| Patient Quality |  | Insert Outcomes available for our patients |  |
| Mortality |  |  |  |
| **Professionals** |  |  |  |
| Physicians | Experience level, skills, certifications |  |  |
| Nurse Practitioners | Experience level, skills, certifications |  |  |
| Nurses | Experience level, skills, certifications |  |  |
| Other Specialized Clinicians | Experience level, skills, certifications |  |  |
| Navigators |  |  |  |
| Social Workers, etc. |  |  |  |
| **Technology (Diagnostic)** |  |  |  |
| Currently Available |  |  |  |
| Unique/Duplication | Highly used, shared technology or duplicate technology across various locations |  |  |
| Levels of On-Going Investment Levels |  |  |  |
| **Footprint/Access** |  |  |  |
| Type of Facility |  |  |  |
| Time Share Option/Lease |  |  |  |
| New Build Planned |  |  | Range of cost $10-100 M for a new build |
| Location |  |  |  |
| Hours of Operation |  |  |  |
| **Finance** |  |  |  |
| Pro Forma for Service Line |  |  |  |
| Productivity |  |  |  |
| Utilization |  |  |  |
| Cost Per Procedure |  |  |  |
| Contractual Agreements |  |  |  |
| Payer Mix |  |  |  |
| Margin |  |  |  |

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