



Case Study: Strategy/Execution

At-Risk Partnership Turned Around to Lead Healthcare Market

When a cardiology hospital inked a \$50-million contract with a technology company to create a cutting-edge, technology-enabled care center, execution challenges threatened the partnership.

Client Challenge

The partnership had two goals: Use state-of-the-art technology and support to the hospital and create a world-class center that provided high-quality, cost-effective care. Although the hospital opened on time, it faced multiple problems with its systems. Several IT applications were turned off or not being used. As a result, the hospital suspended payment to the technology company and threatened to sever the contract and partnership agreement.

HHA Assessment

After hearing both sides, it was clear that both parties had executed poorly, but they blamed each other for poor overall performance. That's how operating and financial performance became a flashpoint. They needed an objective party to re-establish a viable partnership relationship.

HHA Action

Our experts negotiated a "cease fire," restored the partnership, and created and implemented a correction plan. We secured substantial investments from each party to fund the actions required for the center's successful operation. To ensure objectives were met, we established a monitoring and accountability system. Then we managed the execution of the correction plan over a 20-month period, serving as a trusted advisor to the president and the chairman of the board of the hospital. Contracts were rewritten to clearly define the responsibilities of each party.



HHA Results

Quality and financial performance has exceeded the hospital owner's expectations. Health Grades recognizes the new center as the top provider of cardiovascular care in its market. The hospital serves as an international promotion site for the technology company. Both partners are jointly planning for new capabilities.

“Edward was engaged to identify and clarify complex technology and leadership issues and to develop a plan to resolve them. He also acted as a sounding board for me and other physician leaders. A measure of the success of his efforts has been the recognition by Health Grades of The Heart Center as the top provider of cardiovascular care in our market.”

—Richard I. Fogel, M.D., Chairman of the Board,
The Heart Center of Indiana, Indianapolis, Ind.