

Establishing a Robust Accountability Process

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» CLIENT OVERVIEW



MUSC Health is the state-wide clinical delivery arm of the Medical University of South Carolina. The health system has >\$4B in annual revenue and is comprised of seven regional community hospitals, an

academic medical center, a dedicated children’s hospital, an NCI designated cancer center, hundreds of ambulatory clinics, and numerous community hospital affiliations.

 #1
Hospital in SC for 7th consecutive year

\$4.4B 
Annual Budget

 **25,000**
care team members

1M+ 
patient encounters

 **2,500**
beds

» THE CHALLENGE

Clinical delivery at MUSC Health is built on 17 distinct Integrated Centers of Clinical Excellence [ICCE] which oversee all aspects of patient care across the health system. Leveraging their strategic plan, KCG worked with each ICCE to create an annual operational roadmap that denoted where and how to effectively grow and expand services. MUSC Health leadership agreed that ICCE operational success could only be achieved with hyper-focus on collaboration, transparent communication, and robust project management, and asked KCG to help develop a system-wide, ICCE ‘accountability’ process.

» THE SOLUTION

KCG worked with MUSC Health leaders to stand up a robust accountability process, giving executive leadership insight into ICCE operational and clinical efforts to ensure alignment with the health system’s future vision and priorities. At the same time, this provided ICCE leaders an opportunity to garner direct feedback to ensure they could make timely, tactical adjustments to their operational plans. To implement this, KCG and MUSC Health leaders focused on:

Structure

- Segmented all ICCE to align with one of three key system level leaders
- Implemented a dyad-reporting structure in the clinically support oriented ICCE [Pharmacy, Lab, Radiology, Genetics, etc.]
- Created a structured database that tracks all operational projects, necessary collaborative relationships, and status progress
- Assigned various KCG team members to each ICCE [and each leader] to serve as designated resources
- Partnered with both community and College of Medicine recruiting teams to create a robust provider recruiting database

Process

- Established a quarterly accountability report out cadence for each ICCE and members of the MUSC Health leadership team
- Created standard reporting frameworks that clearly indicated project progress, identified issues, and any budgetary requests
- Produced a robust recruiting report that denotes identified backfills, new growth openings, and key hiring risks
- Utilized a formal executive memo that is distributed after each meeting to communicate feedback, memorialize key discussion topics, and assign follow up items – all of which are added to the database for future report outs

» THE IMPACT

“ KCG has been a valuable partner for the executive team, divisional hospital leaders, and ICCE clinical leaders as we established the accountability process. The quarterly report out cadence that KCG helped us institute provides transparency for system leadership and real time feedback for ICCE leaders, ultimately driving performance and helping adjust strategy based on everchanging dynamics. I highly recommend KCG to other health systems looking to drive performance and improve accountability. ”

– Thomas Crawford, PhD, MBA, FACHE
Chief Operating Officer, MUSC Health



KCG is a boutique healthcare consulting firm specializing in strategy and organizational transformation. We partner with hospital & health system leaders to devise innovative solutions to their toughest challenges converting issues into opportunities, inefficient processes into best practices, and marginal outcomes into sustainable results.