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Service Lines Report

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Service Lines: Geriatrics Leads Growth List

Service lines are headed for growth in 2011, especially in geriatrics, riding the wave of a growing elderly population, according to the *2011 HealthLeaders Media Industry Survey*. The survey also projects an anticipated need for hospitalists and underscores the demand for increased emergency department care and the shortage of primary care physicians.

OF **LEADERS** SURVEYED:

28 **PERCENT**
Expect growth of 6% or more in the geriatric service line

60 **PERCENT**
Expect growth of 1% or more in the wellness service line

6 **PERCENT**
Say service line leaders have complete autonomy to make strategic and purchasing decisions

Subspecialties often linked to an older population, such as cancer/oncology programs, also are seen as a strong growth area. Throughout the spectrum of service lines, growth is expected, though to a lesser degree in some programs such as pediatrics and sleep.

The survey asked senior leaders and finance, physician, nurse, quality, and marketing leaders for their assessment of prospects for growth of 21 service lines. We assign a ranking to each service line based on the percentage of leaders who expect growth of 6% or more in that service line.

Topping the list is geriatrics, but growth is expected even for No. 21 on the list, transplant center: 5% see growth of 6% or more, 9% see growth of 1% to 5%, 6% see a decline of 1% to 5%, 5% see a decline of 6% or more, and the majority, 75%, expects demand to be flat.

The continual growth in geriatrics—despite the relatively small reimbursements from Medicare—is no surprise, says Jeffrey A. Rivest, president and CEO of the University of Maryland Medical Center in Baltimore.

"All hospitals are seeing more and more elderly patients, something that wouldn't have been the case 20 years ago," Rivest says. "There are different diagnoses with an umbrella of issues attached. Advances in technology and medicine have made dramatic changes in the care of the elderly."

Some 76% of respondents said that geriatrics would increase within the next five years, with 28% saying the growth would be at least 6% and 48% expecting growth between 1% and 5%. Another 23% said it would be flat, and only 1% predicted a decline of 1% to 5%. No one sees a decline of 6% or more.

Other components of senior health programs are seen as growth areas, such as cancer/oncology, with a projected growth foreseen by 64% and with 33% believing it would be flat. In addition, 61% expect heart services to increase, while 36% say it will remain flat, and 3% expect a decline of 1% to 5%.

The dramatic increases in geriatrics also presents challenges, such as the need for multifaceted care and other specialties, such as heart and oncological care, as the survey suggests, Rivest says.

"We have the 84-year-old patient having heart surgery, and those procedures weren't available years ago," Rivest says. "With surgical interventions and other procedures, we are developing an understanding of the different needs required in geriatric medicine."

Another area of anticipated growth is in emergency medicine, with 71% in the survey saying they expect it to continue to increase. Some 27% say it will be flat, and another 3% predict a decline of 1% to 5%.

The projected increases for emergency medicine should include caveats for healthcare leaders, Rivest says. Within the emergency system, there is uncertainty ahead, as healthcare deals with lengthy waiting lists for patients hoping to gain access to EDs, as well as thousands more patients potentially entering the system in the wake of healthcare reform.

"Emergency medicine continues to be really under significant pressure," Rivest says. "There are certain segments of the population who should not be in emergency rooms but [instead] going to primary care physicians, but they are there. Emergency rooms are becoming rapid access facilities, what you don't want them to be, but they are."

"With surgical interventions and other procedures, we are developing an understanding of the different needs required in geriatric medicine."

The survey shows 65% of respondents saying there will be growth in the hospitalist service line. Another 34% say the growth will be non-existent, flat.

Rivest says "hospitals clearly need more hospitalist programs." Various hospitals will focus hospitalist programs on needs within their areas, Rivest says, noting that his facility has increased hospitalist programs in internal medicine and transplant programs.

The demand for hospitalists is "driven by the evolution of the demands on physicians," he says.

Concerning service line autonomy, 69% say there is moderate independence for service lines in the hospital structure, but 25% say there is "zero" independence for service lines. Another 6% say there is complete independence.

—JOE CANTLUPE

1. Please rank the following service lines for growth potential within your organization in the next 3 to 5 years:

Cancer/Oncology

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1192	440	251	187	149	254	201	92	56
Grow 6% or more	23%	24%	28%	18%	22%	27%	18%	20%	27%
Grow 1–5%	41%	42%	43%	40%	41%	40%	42%	41%	45%
Remain flat	33%	32%	26%	41%	35%	31%	37%	36%	27%
Decline 1–5%	2%	1%	2%	1%	2%	1%	1%	3%	2%
Decline 6% or more	0%	0%	0%	0%	0%	0%	1%	0%	0%
Rank	3	3	2	5	2	2	6	5	2

Emergency Medicine

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1207	446	253	191	155	255	203	92	56
Grow 6% or more	22%	22%	22%	22%	15%	22%	25%	27%	16%
Grow 1–5%	49%	47%	48%	47%	52%	48%	48%	48%	59%
Remain flat	27%	27%	27%	27%	31%	26%	26%	23%	25%
Decline 1–5%	3%	3%	2%	5%	2%	3%	1%	2%	0%
Decline 6% or more	0%	0%	0%	0%	0%	1%	0%	0%	0%
Rank	4	6	6	3	7	5	2	1	8

General Surgery

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1203	445	254	189	151	255	204	92	56
Grow 6% or more	11%	11%	11%	11%	11%	9%	14%	11%	7%
Grow 1–5%	49%	47%	45%	49%	56%	48%	52%	47%	52%
Remain flat	35%	37%	39%	35%	28%	39%	30%	38%	38%
Decline 1–5%	4%	4%	4%	5%	4%	4%	4%	4%	4%
Decline 6% or more	0%	0%	0%	0%	1%	0%	0%	0%	0%
Rank	12	13	14	12	9	14	10	11	19

Geriatrics

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1194	442	254	186	150	250	204	93	55
Grow 6% or more	28%	27%	26%	27%	23%	27%	34%	25%	35%
Grow 1–5%	48%	47%	47%	48%	49%	50%	48%	54%	29%
Remain flat	23%	25%	26%	24%	25%	22%	18%	20%	35%
Decline 1–5%	1%	1%	1%	1%	2%	1%	0%	1%	2%
Decline 6% or more	0%	0%	0%	0%	0%	0%	0%	0%	0%
Rank	1	2	3	1	1	1	1	4	1

Heart

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1184	439	252	185	146	251	201	92	55
Grow 6% or more	21%	23%	26%	18%	16%	19%	20%	27%	22%
Grow 1–5%	40%	39%	41%	37%	42%	43%	35%	39%	40%
Remain flat	36%	34%	28%	42%	40%	34%	40%	33%	36%
Decline 1–5%	3%	3%	4%	3%	1%	4%	5%	1%	2%
Decline 6% or more	0%	1%	1%	1%	0%	0%	0%	0%	0%
Rank	6	5	4	6	6	6	4	3	4

Hospitalists

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1194	442	257	183	152	253	201	91	55
Grow 6% or more	24%	28%	33%	19%	18%	26%	18%	27%	16%
Grow 1–5%	41%	38%	39%	37%	39%	41%	47%	44%	40%
Remain flat	34%	34%	27%	44%	42%	31%	34%	29%	42%
Decline 1–5%	1%	0%	0%	0%	1%	2%	1%	0%	2%
Decline 6% or more	0%	0%	0%	0%	0%	0%	0%	0%	0%
Rank	2	1	1	4	5	3	5	2	10

Imaging/Radiology

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1204	446	256	188	153	253	204	92	56
Grow 6% or more	13%	14%	14%	14%	10%	11%	16%	15%	16%
Grow 1–5%	48%	44%	41%	48%	50%	47%	52%	60%	46%
Remain flat	32%	35%	39%	30%	31%	35%	28%	23%	36%
Decline 1–5%	6%	7%	7%	7%	9%	6%	3%	2%	2%
Decline 6% or more	0%	0%	0%	1%	1%	0%	0%	0%	0%
Rank	10	9	9	10	11	13	7	7	9

Intensive Care

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1187	439	252	185	152	253	197	91	55
Grow 6% or more	11%	12%	13%	10%	7%	13%	7%	11%	9%
Grow 1–5%	38%	36%	40%	30%	39%	40%	37%	38%	49%
Remain flat	49%	50%	45%	56%	51%	45%	52%	49%	40%
Decline 1–5%	2%	2%	1%	4%	3%	2%	4%	1%	2%
Decline 6% or more	0%	0%	0%	0%	0%	0%	0%	0%	0%
Rank	13	12	11	13	15	12	17	12	16

Neurosurgery

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1157	428	252	174	143	248	195	89	54
Grow 6% or more	9%	10%	12%	5%	8%	8%	10%	3%	9%
Grow 1–5%	25%	25%	32%	15%	31%	26%	18%	24%	35%
Remain flat	61%	63%	54%	76%	56%	58%	63%	72%	50%
Decline 1–5%	4%	2%	2%	3%	4%	6%	5%	1%	4%
Decline 6% or more	1%	0%	0%	1%	0%	2%	4%	0%	2%
Rank	16	14	13	19	14	16	15	21	18

Orthopedics

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1204	445	256	187	152	256	204	92	55
Grow 6% or more	19%	18%	21%	14%	20%	18%	22%	12%	24%
Grow 1–5%	49%	48%	46%	51%	53%	49%	43%	57%	53%
Remain flat	29%	30%	31%	30%	24%	30%	32%	32%	24%
Decline 1–5%	3%	3%	2%	4%	3%	4%	2%	0%	0%
Decline 6% or more	0%	0%	0%	1%	0%	0%	0%	0%	0%
Rank	7	7	7	9	3	7	3	9	3

Pain Management

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1208	446	259	185	155	256	203	92	56
Grow 6% or more	14%	14%	13%	16%	9%	15%	16%	9%	20%
Grow 1–5%	45%	46%	45%	48%	41%	43%	45%	52%	39%
Remain flat	38%	35%	35%	35%	48%	39%	34%	37%	36%
Decline 1–5%	4%	5%	7%	2%	2%	2%	4%	2%	5%
Decline 6% or more	0%	0%	0%	0%	1%	1%	0%	0%	0%
Rank	9	10	10	7	12	8	8	15	6

Pediatrics

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1187	443	255	186	152	247	198	91	56
Grow 6% or more	7%	7%	8%	4%	5%	8%	6%	9%	7%
Grow 1–5%	23%	23%	26%	19%	26%	22%	18%	29%	34%
Remain flat	54%	54%	46%	66%	55%	54%	58%	47%	46%
Decline 1–5%	14%	14%	18%	10%	13%	14%	15%	14%	13%
Decline 6% or more	2%	2%	2%	1%	1%	2%	4%	1%	0%
Rank	19	20	20	20	18	17	20	16	20

Physical Medicine and Rehabilitation

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1208	447	255	190	156	255	202	90	58
Grow 6% or more	10%	9%	11%	7%	11%	9%	14%	10%	10%
Grow 1–5%	41%	42%	39%	46%	40%	35%	41%	47%	48%
Remain flat	44%	44%	45%	43%	40%	51%	40%	39%	40%
Decline 1–5%	5%	4%	5%	4%	9%	3%	5%	4%	2%
Decline 6% or more	1%	0%	0%	1%	0%	2%	0%	0%	0%
Rank	14	15	15	16	10	15	10	14	14

Primary Care

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1202	447	255	190	155	255	199	90	56
Grow 6% or more	21%	23%	25%	22%	19%	24%	15%	17%	20%
Grow 1–5%	48%	49%	44%	54%	46%	41%	50%	57%	48%
Remain flat	28%	25%	29%	21%	31%	30%	32%	23%	29%
Decline 1–5%	3%	2%	2%	3%	3%	4%	3%	3%	4%
Decline 6% or more	0%	0%	0%	1%	0%	1%	0%	0%	0%
Rank	5	4	5	2	4	4	9	6	5

Psychiatry

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1187	440	253	185	152	247	200	91	57
Grow 6% or more	10%	9%	9%	9%	5%	14%	11%	11%	12%
Grow 1–5%	26%	28%	30%	25%	28%	19%	28%	30%	21%
Remain flat	54%	53%	51%	55%	57%	56%	53%	49%	51%
Decline 1–5%	8%	8%	9%	6%	9%	10%	7%	9%	12%
Decline 6% or more	2%	3%	1%	4%	1%	1%	2%	1%	4%
Rank	15	16	18	14	19	10	14	13	12

Sleep

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1181	432	245	185	149	253	201	90	56
Grow 6% or more	7%	8%	9%	8%	6%	7%	6%	3%	7%
Grow 1–5%	27%	26%	25%	26%	29%	23%	36%	27%	23%
Remain flat	58%	57%	56%	59%	54%	61%	55%	63%	59%
Decline 1–5%	7%	7%	8%	5%	11%	8%	3%	7%	9%
Decline 6% or more	1%	1%	2%	1%	0%	1%	0%	0%	2%
Rank	20	19	19	15	17	19	19	20	21

Spine

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1174	430	250	178	147	254	197	90	56
Grow 6% or more	8%	8%	10%	6%	7%	8%	7%	4%	16%
Grow 1–5%	32%	34%	42%	24%	35%	33%	26%	22%	36%
Remain flat	54%	52%	43%	66%	52%	50%	59%	70%	45%
Decline 1–5%	5%	5%	6%	3%	6%	7%	6%	3%	2%
Decline 6% or more	1%	1%	0%	2%	0%	1%	2%	0%	2%
Rank	17	17	16	17	16	18	18	19	11

Sports Medicine

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1186	441	255	184	148	252	201	90	54
Grow 6% or more	7%	8%	9%	5%	5%	6%	8%	7%	9%
Grow 1–5%	31%	32%	31%	33%	27%	33%	26%	28%	43%
Remain flat	56%	54%	51%	58%	64%	52%	59%	59%	48%
Decline 1–5%	6%	6%	8%	3%	3%	8%	7%	7%	0%
Decline 6% or more	0%	0%	0%	1%	0%	1%	0%	0%	0%
Rank	18	18	17	18	20	20	16	17	17

Transplant Center

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1072	389	227	160	140	231	176	85	51
Grow 6% or more	5%	4%	6%	1%	3%	6%	5%	5%	10%
Grow 1–5%	9%	10%	14%	4%	7%	10%	9%	6%	10%
Remain flat	75%	75%	68%	86%	83%	74%	71%	79%	65%
Decline 1–5%	6%	6%	7%	6%	7%	6%	7%	6%	4%
Decline 6% or more	5%	4%	5%	3%	0%	3%	9%	5%	12%
Rank	21	21	21	21	21	21	21	18	15

Wellness

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1179	435	248	185	151	247	198	91	57
Grow 6% or more	15%	17%	18%	15%	15%	14%	14%	14%	19%
Grow 1–5%	45%	43%	44%	42%	40%	46%	51%	58%	30%
Remain flat	37%	36%	35%	39%	42%	38%	32%	24%	49%
Decline 1–5%	3%	3%	3%	4%	3%	1%	3%	3%	0%
Decline 6% or more	1%	0%	0%	1%	0%	1%	0%	0%	2%
Rank	8	8	8	8	8	11	11	8	7

Women's Health, OB/GYN

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1185	442	251	189	150	248	201	89	55
Grow 6% or more	12%	13%	12%	13%	8%	15%	12%	12%	11%
Grow 1–5%	43%	43%	45%	41%	43%	43%	37%	55%	45%
Remain flat	39%	38%	36%	40%	43%	37%	45%	31%	35%
Decline 1–5%	5%	6%	6%	5%	5%	4%	4%	1%	9%
Decline 6% or more	1%	1%	1%	1%	0%	1%	1%	0%	0%
Rank	11	11	12	11	13	9	13	10	13

2. Are you considered a clinical or administrative director of a service line?

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	975	494	292	199	-	268	213	-	-
Yes	43%	35%	38%	31%	-	50%	53%	-	-
No	57%	65%	62%	69%	-	50%	47%	-	-

3. How much autonomy do the service line leaders have to make strategic and purchasing decisions?

	Overall Percent	Leaders Percent	Leaders Non-rural Percent	Leaders Rural Percent	Finance Percent	Physician Percent	Nurse Percent	Quality Percent	Marketing Percent
Base	1282	485	285	198	165	261	214	95	62
Complete: Decisions can be made largely independent of other hospital initiatives and priorities.	6%	8%	10%	6%	4%	6%	6%	4%	2%
Moderate: Some independence, but major decisions must incorporate other hospital initiatives and priorities.	69%	68%	71%	63%	69%	70%	72%	65%	60%
Zero: Service line decisions largely driven by hospital-wide initiatives and priorities.	25%	24%	19%	32%	27%	24%	21%	31%	39%