

# Accelerating Growth: Propelling a Critical Care Leader to National Reach

## Healthcare



### Background

The client is a large patient care and critical care transportation organization in partnership with several of the world's leading hospitals. The organization transports over 4,000+ patients per year in their vehicle fleet of helicopters, ground transportation, and fixed wing service. The CEO was recently hired into the role after many years of service to the organization as a member of the executive team.

### Challenge

The client was experiencing many obstacles for achieving their next level of growth such as outdated facilities, lack of brand awareness, an outdated organizational structure, and roles that were not clearly defined. The new CEO needed to drive a significant amount of change for the organization to become a national leader and continued contributor to the advancement of the field. Many of these challenges were signs of growing pains and having evolved into a larger operating model. The requirements for continued improvement to patient care and handling greater patient volume required a different focus on infrastructure and operational structure.

## SOLUTION

Curtis Strategy was contracted by the client to conduct a strategic planning project focused on supporting the organization's vision of becoming a national leader and further advancing the field. Working with the newly appointed CEO, we were able to align the organizational structure to support growth and financial stability by separating their business model into two components: patient care and transportation. Both require dramatically different operational skill sets and by separating them, but ensuring operational alignment, the client was able to take advantage of several market opportunities for expansion. This led to the acquisition of a larger fleet of helicopters and ground transportation and the ability to increase patient volume substantially.

In addition, for-profit competitors were aggressively pursuing the client's market and the strategy needed to include strengthening relationships and establishing partnerships with like-minded organizations throughout the geographic region. This would help to block competitors, increase the client's influence, and grow the ability to share their expertise. We also helped them design strategy to enhance and expand their training program that was offered to others throughout the country to reinforce their leadership in the field and to strengthen their value proposition to others in the healthcare community.



Lastly, given the need to grow and manage their organization more effectively there was a demand for new talent to support growth, capacity, and geographic expansion. With the new plan there was also a need to develop staff to levels that upheld a competitive position and national level of excellence. The resources required for this growth would need to come from a strategic fundraising effort, which also required expanded capabilities and talent. The culmination of the strategic planning project led to an evaluation and redesign of the client's organizational structure to support the new strategic direction.