

# Hospital Performance Improvement



## Challenges

- ❑ Accelerate patient throughput safely
- ❑ Maintain high standards of quality care
- ❑ Eliminate the crisis atmosphere
- ❑ Regain control of work flow
- ❑ In Emergency Department, reduce patient time to treatment and admission to hospital
- ❑ Increase employee and physician job satisfaction
- ❑ Excessive boarders in ED with high resulting nursing time

## Executive Summary

- ❑ A leading Texas teaching and referral hospital
- ❑ 515 beds
- ❑ 300+ physicians/60 medical specialties
- ❑ Thomas Group focused on cultural change and change management process
- ❑ Hospital earned Gold Seal of Approval (Joint Commission)

## Results

- ❑ Established cross-functional teams (CFTs) focused on patient flow in both the ED and hospital inpatient venues
- ❑ Identified, prioritized and removed barriers to improving patient discharge from hospital and patient transfers from ED into hospital
- ❑ ED admit to hospital time reduced by over two hours
- ❑ *Boarders* in ED reduced from high of 20 per day to almost zero
- ❑ Nursing hours allocated from *Boarders* reduced by 88%
- ❑ Revenue loss from missed ED registrations recued by 99%
- ❑ Silos between ED, hospital physicians, nurses, support staff, and administration significantly reduced

# Hospital Performance Improvement, cont'd

## Thomas Group Solution

- ❑ Got employees involved in creating a solution-oriented *how can we fix it* work environment
- ❑ Created cross-functional teams – from executives and physicians to secretaries – to engage in problem identification and barrier removal
- ❑ Transformational rather than incremental change approach overcame cultural inertia
- ❑ Integrated process improvement structure into the standard way the hospital works:
  - ✓ Deployed a change management methodology
  - ✓ Developed an implementation architecture
  - ✓ Provided process improvement training
  - ✓ Executed the implementation

Financial Impact of Program		
OPERATING INCOME	FIRST 6 MONTHS	ANNUALIZED POTENTIAL
LWOBS Recovery - Direct YTD		
Average reduced by 20%	90,000	811,000
LWOBS Recovery - Indirect	40,920	186,000
Excess nursing hours for	233,247	717,000
Nursing turnover	210,000	456,000
Reduction of unregistered ED	259,000	750,000
Reduction of unreimbursed OBS	190,000	760,000
<b>Additional Operating</b>	<b>1,023,167</b>	<b>3,680,000</b>
REVENUE OPPORTUNITIES	FIRST 6 MONTHS	ANNUALIZED POTENTIAL
Net revenue recovery / LWOBS	372,200	3,722,000
Utilization of beds	1,323,250	5,293,000
	<b>1,695,450</b>	<b>9,015,000</b>

## Change Strategy

