

Stabilizing: AVG LOS (Sepsis) Avoidable Days

Four-hospital system achieves \$946,709 Positive Financial Impact in 150 days

Background

Facility Overview: A for-profit, four-hospital system with 735 total beds; located in the south/southwest

Case Presentation: Frequent leadership turnover; staff turnover and poor employee engagement; a lack of education/training/knowledge of evidence-based practices, and a need to control cost and resources (LOS, Payer Denials, etc.)

Outcome: Targeted deliverables achieved within the boundaries set by the HC System within 5 months

Client Quote: "The HealthLinx team did an excellent job."

Process

Following an initial conversation with the client organization, The HealthLinx Outcome Leadership Excellence Process was implemented. The process is designed to:

- Immediately improve the position's leadership and performance
- Stabilize the position to achieve longer term goals
- Prepare the position for a sustainable Permanent Leader (PL)
- Acquire the PL for long-term position leadership and performance
- Coordinate the on-boarding of the PL

HealthLinx always performs a diagnostic assessment, sets realistic expectations, and then uses its proven processes and best practices. Using this highly prescriptive process, all levels of the organization were engaged to develop and then execute the transformational plan.

Aim/Purpose

HealthLinx' aim was to provide an immediate leadership solution to a high risk area and achieve mutually agreed upon goals. In addition, we would identify the Permanent Leader and provide a seamless handoff between the Transitional and Permanent phases of the project. The client and HealthLinx team agreed upon the following deliverables:

1. Acquisition of a Permanent Leader based on a customized leader profile
2. Assessment of Case Management (CM) Department structure
3. Implement evidence-based practices to begin improving LOS
4. Create a functioning Utilization Review process
5. Improve staff engagement
6. Improve capture rate of Avoidable Days
7. Decrease number of Payor Denials per month

Outcomes

Our Project Management Executives, Transitional Leaders, & Data Analyst are able to move key metrics to produce a positive financial impact. Our Senior Leadership consultants have years of experience acquiring leaders.

Goals Achieved:

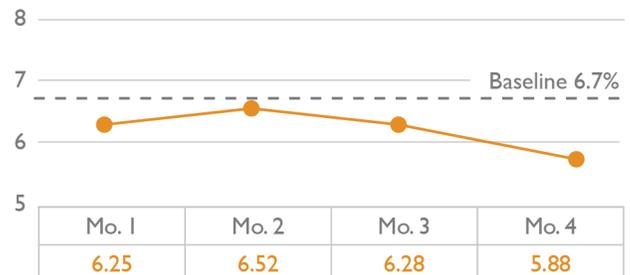
1. Assessment completed and recommendations given to restructure Case Management Department
2. Education on avoidable days was provided, along with processes to collect and monitor them
3. Improved stakeholder communication with an average of 25% improvement in staff satisfaction within 4 months
4. Restructured Inpatient Utilization Review process, implemented an ED Case Management pilot program, and reduced denials by 34%

Deliverable	Baseline*	Outcome	Financial Impact**
<i>Quantified Financial Impact from Key Deliverables</i>			
Avg LOS (Sepsis)	6.70	6.37	\$357,935
Avoidable Days	396	124	\$588,744

*Baseline reflects data preceding HealthLinx engagement.

**Positive Financial Impact in 150 days

Average Length of Stay- Sepsis (870, 871, 872)





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AVG LOS (Sepsis)



Avoidable Days



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Key Takeaways / Lessons Learned

It was necessary to have a firm but transparent discussion about how the foundation of a Case Management Department must be in place or built in order for change initiatives to be successful and produce the most positive quality and financial outcomes.

In a project that has matrix reporting structures, it is imperative to frequently ensure that all stakeholders are in alignment and agree to the deliverables and strategic plan as the project progresses.

Never underestimate the power of the front-line staff, and their energy and flexibility, when they are given communication and asked for their feedback.

Client Testimonial/Feedback

“The HealthLinx Vice President was wonderful to work with and engaged. She was prepared for our meetings and responded quickly to our requests.”

