

Case Report # 3247

Transitional Leadership (TL5) Project: Director Quality & Care Coordination

Remote Critical Access Hospital achieves over \$5,500,000 Positive Financial Impact in 7 months

Case Overview

Facility Overview: Rural, 25-bed Critical Access Hospital

Case Presentation: Lack of Quality program and compliance with regulatory requirements had the organization at risk. Inconsistent Case Management practices and documentation meant missed charge capture. No Case Management in ED led to inappropriate patient status assignment. Inefficient Utilization Management program.

Outcome: Targeted deliverables achieved in 7 months

Client Quote: "I would say we got more than what we had hoped for from these engagements and then some."

Aim/Client Goals for Engagement

HealthLinx' aim was to provide an immediate leadership solution to a high-risk area and achieve mutually agreed upon goals resulting in improved outcomes. In addition, we would provide a seamless handoff between the Transitional Leader and the identified Permanent Leader.

Client Project Goals	
1.	Acquisition of a Permanent Leader by the facility
2.	Care Continuum Program Description
3.	Improve Preventative Disease Management in the clinic
4.	Increase compliance with Important Message
5.	Follow-up phone calls for inpatient & ED
6.	Creation of Balanced Scorecard
7.	Monitor Readmission Rates
8.	Assess Patient Access for areas of opportunity

Process

Following an initial conversation with the client organization, The HealthLinx Outcome Driven Deliverables Process was implemented as part of the Transitional Leadership (TL5) project.

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.

Changes Hardwired

1. Compliance with Medicare's Important Message
2. Hardwired depression screening in clinics
3. Follow-up phone calls in ED
4. Creation of Balanced Scorecard used facility-wide

Measurable Outcomes

Deliverables	Baseline*	Outcome	Financial Impact**
<i>Quantified Financial Impact from Key Deliverables</i>			
Revenue per inpatient day	4,512	6,257	\$5.1 mil
TCM follow up revenue	N/A	34,258	\$411,096
Colonoscopy Screen	N/A	20,000	\$20,000
<i>Other Measurable Impact from Key Initiatives</i>			
Length of Stay	2.73	2.60	\$23,130

*Baseline – Rolling 12 months preceding HealthLinx Engagement

**Annualized financial impact

Key Takeaways/Lessons Learned

1. Data validation is key
2. Case Managers' documentation must be consistent and include all key elements of patient care
3. Case Management is essential in ED

Project Timeline

Project originally started as a 6-month project to get Quality and Case Management to the point where a Permanent Leader could sustain successful programs. The project was extended by one month so our Transitional Leader could mentor and on-board the new Quality/Case Management Director. Total project was 7 months.

Client Testimonial/Feedback

"I would say we got more than what we had hoped for from these engagements and then some. We now have the foundation for Joint Commission planning and readiness. In addition, we have a robust Quality Plan now that simply needs to be followed and updated on an annual basis. These two transitional leaders provided a seamless transition for our permanent leaders. Overall, they did far more than just 'keep the seat warm.' I could not be happier with these two engagements." - CEO