

Client Case Study | Labor Productivity and Structure

SITUATION

Children’s Hospital of Orange County (CHOC), one of just 12 children’s hospitals in the nation to receive the Leapfrog Group’s prestigious Top Hospital award, is a regional healthcare network in California with a 279-bed main hospital in the city of Orange and a 54-bed hospital-within-a-hospital in Mission Viejo. Focused on becoming an industry leader, CHOC management recognized the need to improve cost structure and identified staff utilization and organizational structure as areas of opportunity.

SOLUTION

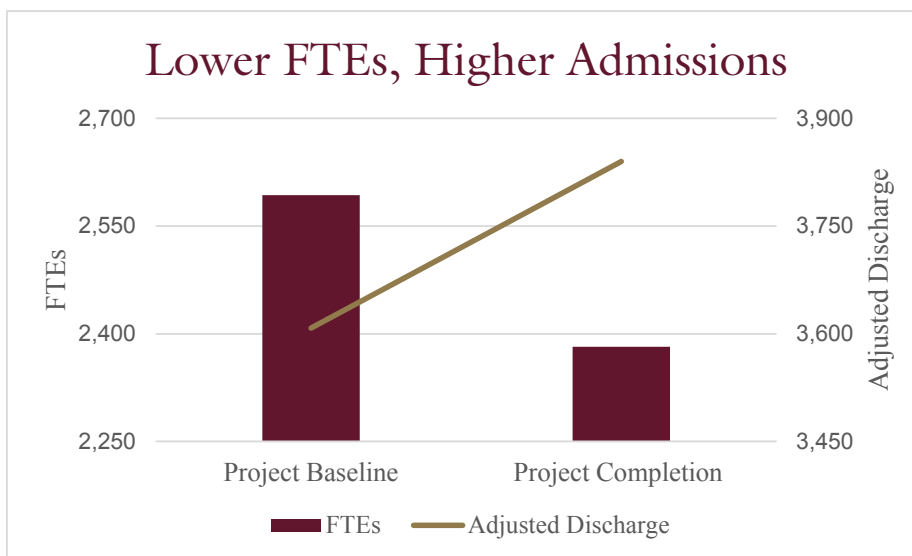
CHOC engaged Prism to develop and implement a workforce restructuring plan. Initial efforts focused on optimizing the leadership structure as well as span of control. Beginning the workforce transformation at the executive level was a crucial signal to all employees and clinical associates that leadership was committed to change and would be the first to wrestle with difficult choices.

Prism then engaged multiple subject matter experts across clinical, ancillary and support departments for further improvements. Prism built and deployed a productivity monitoring system with key metrics and targets, giving CHOC’s team essential tools for managing and sustaining the improvements.

\$22 million in annually recurring labor savings

200 reduction in FTEs

150 leaders trained in productivity



“We chose to partner with Prism because of their people, expertise and history of delivering results. They exceeded our expectations.”

Matthew Gerlach
Executive Vice President & Chief Operating Officer
Children’s Hospital of Orange County

Results Delivered  Performance Improved

Revenue | Workforce | Supply Chain | Clinical Performance | Physician Operations | Valuation