

Client Case Study | Clinical Performance Improvement

SITUATION

A safety net hospital system in New York State sought clinical performance improvements to take care delivery from “good” to “great.” The system has more than 500 inpatient beds, home health, long-term care and a multispecialty medical group.

The two flagship facilities had approximately 17,250 annual discharges. The larger flagship hospital’s Emergency Department (ED) annual visit volume was approximately 37,000. Longer than expected lengths of stay reduced capacity in inpatient units and impeded ED throughput. Low weekend discharges hindered weekday throughput and capacity. Observation patients often stayed longer than 48 hours. The case mix index was 1.64, while actual care needs indicated a higher level of acuity.

SOLUTION

The system partnered with Prism to deploy a two-phase project to revamp care management. First, they restructured core care management operations to align resources and support effective discharge planning. They integrated the Care Management and Social Work Departments and increased weekend and evening staff coverage.

Next, the system and Prism implemented changes to improve patient throughput and reduce length of stay system-wide. Significant initiatives included:

- Establishing an observation unit to address length of stay.
- Redesigning work processes, such as inpatient admissions as well as bed assignment and patient placement in the ED and PACU.
- Engaging the hospitalists group through training, dashboard review and team meetings.
- Collaborating with Clinical Documentation to educate and train physicians and improve the accuracy of patient status assignment.
- Implementing a monitoring system to measure and sustain results.

over
\$6
million in Clinical Documentation Improvement savings

over
\$2
million in excess days savings

20
bed increase in average daily capacity

1/2
day reduction in average length of stay

10% increase in Case Mix Index

Within 12 months, the system realized over \$10 million in total annualized savings.

Results Delivered  Performance Improved