Enhancing revenue and improving patient flow for a highly ranked academic medical center

An academic medical center with more than 400 beds partnered with Huron Healthcare to improve clinical operations and enhance revenue.

THE CHALLENGE
A large, highly ranked academic medical center (AMC) was experiencing a drop in inpatient volumes and an increase in operating losses. In addition, the organization’s leaders and physicians were preparing for an internal process improvement project and needed to prepare by optimizing clinical operations.

OUR APPROACH
Huron Healthcare implemented its comprehensive Clinical Operations solutions, with a goal of securing $35 million in margin improvement. The engagement generated significant cost savings and revenue enhancements through performance improvement initiatives across multiple facilities and a physician organization.

Streamlining patient flow: Huron redesigned the organization’s patient placement model by forming a patient flow management center and enhancing staff roles and responsibilities. Working with clinical staff, Huron enhanced the usage of electronic medical records, case management systems, and the development of an electronic bedboard.

Huron also redesigned and expanded the client’s interdisciplinary rounds across adult and pediatric medical/surgical floors, and critical care units. A physician advisor program was expanded to include onsite coverage.

Developing clinical documentation processes: Huron developed and implemented clinical documentation improvement (CDI) processes and strengthened clinical knowledge among staff. The engagement improved compliance, and the CDI team continues to hold frequent physician education sessions.

Improving care coordination: The project laid the groundwork for better patient outcomes. New processes such as regular clinical high-risk meetings that enabled physicians and other providers to collaborate on the most appropriate plan for patients with extended lengths of stay (LOS). The engagement resulted in more than 4,000 patient days saved for populations with a LOS greater than two days, generating nearly $5 million in annualized cost savings.

Clarifying staff roles: Huron redefined case management and social work department roles and responsibilities within the organization. Comprehensive staff education helped support proactive LOS management. New and existing staff received training to help standardize processes and build clinical knowledge. A new productivity tracker included payroll validation and department volume data, a VP variance report, and productivity scorecards. The client’s budget team received additional training to help maintain momentum and drive sustainable results.

RESULTS & BENEFITS

Annual cost savings

$5M

for patients with LOS more than two days

Creation of a patient flow management center

Implementation of cost savings and revenue enhancement

Huron Healthcare’s solutions improved patient flow, generated significant cost savings and revenue enhancements, and enriched collaboration and transparency across the client’s organization.