

# Children's Hospital Los Angeles Los Angeles, CA

Children's Hospital Los Angeles (CHLA) is an international leader in pediatrics, providing care for more than 104,000 children each year. U.S. News and World Report ranks CHLA among the top five children's hospitals in the nation. In 2013, CHLA was one of only 13 U.S. children's hospitals designated as a Top Hospital by The Leapfrog Group.

## THE CHALLENGE

**Children's Hospital Los Angeles (CHLA) faced a significant threat to financial stability** as the state of California moved away from per diem Medicaid payments. CHLA needed to take immediate steps to transition to a Diagnosis Related Group (DRG)-based payment structure. Leadership also viewed this challenge as an opportunity to take additional steps to realize improvements throughout the care delivery process.

## OUR APPROACH

**CHLA engaged Huron Healthcare to transform the hospital's care delivery processes,** while building a results- and accountability-oriented culture that keeps the focus on patients. Huron implemented solutions that reduce costs, length of stay (LOS), and the clinical variability in care, while also improving patient satisfaction scores.

According to Dr. James Stein, chief medical quality officer and associate chief of surgery at CHLA, "The results of the Huron project exceeded all expectations. We achieved major improvements in patient throughput, care variation, and patient and staff satisfaction, while also delivering significant financial benefits."

**Patient Placement:** Huron implemented a centralized system for patient placement and trained staff and management to drive sustainable benefits. New tools and the optimization of existing tools, including CHLA's bed board system, ensure that admissions, placement, and discharge processes are efficient and highly coordinated. Clarified roles and responsibilities and access to actionable metrics contributed to considerable improvements in patient throughput, including a 22 percent reduction in LOS.

**Interdisciplinary Care Coordination:** CHLA and Huron created an interdisciplinary care coordination structure that engages members of the care team in daily discussions about every patient's status, medical plan of care, milestones,

and discharge plans. This helps ensure timely treatments and proactive communications with patients and their families.

**Case Management:** By establishing a best practice case management model at CHLA, Huron helped the hospital improve coordination and communication among caregivers, patients, families, and social workers. This coordinated approach removed barriers to care progression, driving down LOS and creating capacity to serve additional patients – while also improving patient and staff satisfaction.

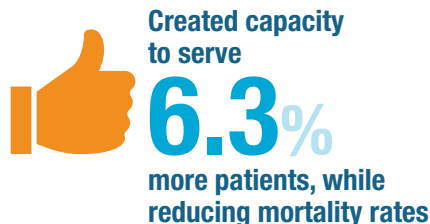
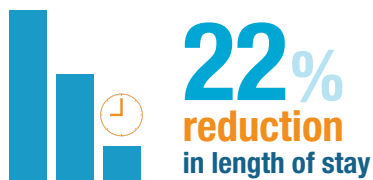
**Care Variation:** CHLA and Huron worked within targeted DRGs to analyze clinical and operational practices. This included standardizing clinical diagnostic testing, treatments, therapies, and medication practices in the medical, nursing, and ancillary departments. As a result, CHLA has achieved better alignment of processes, people, tools, and evidenced-based guidelines for appendectomy, pneumonia, neutropenia, and cystic fibrosis.



“ The Huron engagement was very successful. They brought expertise, focus, and useful tools that helped us achieve results faster and better than we could on our own. The processes and tools implemented during the project continue to provide valuable benefits.”

**Mary Dee Hacker**  
RN, MBA, NEA-BC, FAAN  
Vice President,  
Patient Care Services  
Chief Nursing Officer  
Children's Hospital Los Angeles

## RESULTS & BENEFITS



*Titles reflect positions at the time of our engagement.*