

Queen's Medical Center Honolulu, HI

Queen's Medical Center is the largest private hospital serving the state of Hawaii and the oldest hospital west of the Mississippi. Queen's has more than 500 beds, 3,000 employees, and 1,200 physicians on staff.

THE CHALLENGE

Queen's Medical Center (QMC) leadership and board sought to achieve significant savings in the areas of labor, non-labor, and back-end revenue cycle operations without negatively impacting quality. QMC leadership recognized an opportunity to build on a previous Huron Healthcare engagement and to supplement an ongoing internal process improvement project.

OUR APPROACH

QMC engaged Huron for a multi-faceted project that achieved significant cost savings and improved customer service, while QMC maintained its high marks for safety. Huron established a mentoring relationship with QMC leadership and worked collaboratively with staff, identifying opportunities and implementing improvements in scheduling, registration, labor, non-labor, and back-end revenue cycle operations.

Optimized labor productivity: Huron worked with QMC leadership and staff to establish a more disciplined approach to labor and productivity management. New tools and standardized processes enabled QMC to better react to volume changes and set appropriate staff levels.

Centralized scheduling: Huron facilitated the centralization of scheduling for several of QMC's largest departments, including radiology, women's health, and surgery. Huron also developed customized scheduling approaches to accommodate QMC's unique culture and improve the patient experience.

Improved patient screening: Huron implemented tools and new processes to standardize screening and ensure financial clearance on all scheduled accounts prior to service. Centralized preregistration and insurance verification functions helped to accelerate cash collections.

Managed non-labor expenses: Huron helped QMC renegotiate selected product, service, and distributor contracts to achieve significant price reductions and worked in concert with clinical leadership to improve pharmacy care and cost management.



“ We have to balance our financial responsibilities with the imperative to provide safe, high-quality care. Huron helped us achieve significant savings while maintaining our key patient safety indicators.”

Mark Yamakawa
Executive Vice President and
Chief Operating Officer
Queen's Medical Center

RESULTS & BENEFITS

Significant Savings Without Sacrificing Quality

Financial Benefits

- More than \$8.5 million in non-labor benefits.
- More than \$6 million in revenue cycle benefits.

Ongoing Benefits

“Huron helped us increase transparency and accountability throughout the organization. We now have clear targets and access to financial data in real time. We support our quality initiatives and continue to achieve our outcomes. The new processes enable us to make better and faster decisions,” said Cindy Kamikawa, Chief Nursing Officer, Queen's Medical Center

Ranked in the TOP 5% 
of U.S. hospitals for safety
– Leapfrog Group, post project

\$25M 
annually recurring SAVINGS

More than \$10.5M 
in LABOR BENEFITS

Titles reflect positions at the time of our engagement.