

CULTURAL CHANGE AND CLINICAL EXCELLENCE DRIVE PERFORMANCE OPTIMIZATION

A collaboration between ProHealth Care and Huron saw the development and implementation of seven solutions to transform the culture of care delivery. The project realized a one-time benefit of \$6.8 million and a total annual recurring benefit of \$53.6 million.

CHALLENGE

The culture of care at ProHealth Care historically centered on services provided at its two hospitals. However, recognizing the increased scope and rate of change in the healthcare environment, leadership sought to change the culture related to care delivery in order to increase performance and accountability.

“We partnered with Huron because we recognized a change in market dynamics and a need to optimize our performance. The engagement exceeded our goals, delivering significant financial benefits and helping us implement a sustainable, high performance culture.”

SUSAN EDWARDS, PRESIDENT AND CEO,
PROHEALTH CARE

APPROACH

Collaboratively working with ProHealth Care executives, physicians and staff, Huron designed and implemented seven solutions that transformed the culture of care delivery across the enterprise. By increasing efficiency, bolstering operational excellence, emphasizing accountability and leveraging organizational strengths and local market dynamics, the engagement generated approximately \$54 million in total benefit, plus an additional onetime benefit of \$6.8 million. Results

RESULTS

\$53.6 million total annual recurring benefit, exceeding a \$43 million target

\$34 million of actual benefit over nine months during the project's first fiscal year

\$6.8 million one-time benefit

exceeded high benefit targets, helping ProHealth Care maintain an operating margin above two percent and setting the organization on a path of continual improvement.

Optimizing performance: Huron implemented process improvements and new tools across key areas of ProHealth Care's revenue cycle, labor, supply chain, clinical operations, physician, human resources and clinical documentation improvement (CDI) functions. These steps led to financial benefits as well as improvements in performance and care delivery.

Creating culture change: Significant training initiatives and the implementation of Huron's Revenue Cycle and Clinical Operations solutions support a culture at ProHealth Care that is more consistent, proactive and focused on accountability. A key step was the implementation of Huron's embedded delivery model, which

supports ProHealth Care's mission of providing high-quality, patient-centered care and serving as the health system of choice for independent physicians in the community.

Driving clinical excellence: Huron implemented a provider capacity management initiative that improved utilization and patient access by standardizing appointment types and times, extending clinic hours to accommodate additional volume and systematizing the checkout process for all clinics. Huron also restructured ProHealth Care's clinic practice through a position control strategy, modifying the management structure of the clinics and converting a historical 40/60 full-time to part-time split to an 80/20 full-time to part-time split — supporting greater consistency, standardization and accountability.

ProHealth Care is a 400-bed community healthcare system offering a full range of services. ProHealth has two main campuses, 15 clinics, over 175 primary care physicians and specialists, and 70 advanced practice providers.



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