

Baptist Memorial Health Care Memphis, TN

Baptist Memorial Health Care is an award-winning network that includes 14 hospitals in Mississippi, Tennessee, and Arkansas. Baptist has been named among the top healthcare systems in the country for several years.

THE CHALLENGE

Historically, Baptist has achieved solid performance despite operating in a challenging reimbursement environment. As the organization faced changing payment models, Baptist set the goal of making significant operational improvements throughout its facilities and physician group to improve its finances while maintaining the highest quality care.

OUR APPROACH

Baptist partnered with Huron for an enterprise-wide engagement designed to accelerate performance improvement efforts and position the organization to thrive in whatever payment structures emerge under healthcare reform. Huron worked with Baptist to boost revenue, improve processes and communications around patient placement, increase productivity across the organization, and to reduce costs – all while implementing the tools and training needed to ensure sustainable results.

Boosting Revenue: Huron and Baptist identified barriers to payment and implemented new processes to resolve issues and reduce financial risk. In addition, the team developed a new pricing structure for services, and a new clinical documentation process to ensure Baptist is correctly reimbursed for patient care. In total, the engagement generated \$168.3 million in recurring benefits against a target of \$104 million.

Improving Care Coordination: Baptist and Huron implemented daily multidisciplinary meetings on 41 nursing units to improve communication, coordinate care, facilitate timely discharge for each patient, and ensure efficient use of resources. Patient placement, case management, and social work processes were redesigned and standardized at the five largest facilities to ensure consistency and expedite patient flow. The team also implemented a comprehensive patient flow accountability structure including actionable metrics.

Increasing Productivity: Huron provided work drivers to improve staff performance and customized reporting to ensure accountability. The team measured baseline productivity, identified daily productivity barriers, developed performance improvement plans, and introduced new processes for evaluating staff. New metrics, targets, and key performance indicators help ensure accountability.

Reducing Costs: The labor team reduced costs by streamlining scheduling and closing unproductive practices. The human resources team redesigned benefit programs, premium pay practices, and leave policies to be competitive in the market. The non-labor team negotiated new pricing and contracts to achieve significant savings on supplies and products.

Driving Sustainable Results: Baptist and Huron engaged key stakeholders and staff at all levels of the organization, and implemented tools and training to ensure sustainable results.



“ The tools and training that Huron provided helped us streamline every aspect of our operations, while supporting our mission to provide high-quality care. It was a very successful engagement.”

Jason Little
President
Chief Executive Officer
Baptist Memorial Health Care

RESULTS & BENEFITS

\$168M
in annually recurring benefits against a target of \$104 million.



\$58M
in recurring revenue cycle benefits against a target of \$40 million.



24%
reduction
in average length of stay variance.

Titles reflect positions at the time of our engagement.