

GRIFFIN HOSPITAL

CHALLENGE

Facing an increasingly competitive environment, shrinking reimbursement rates from third party payers and the looming effects of healthcare reform, Griffin Hospital needed to take aggressive steps to reduce operating costs and increase revenue.

“The project with Huron delivered more than \$6 million in annualized labor and non-labor savings and improved net revenue by \$6.3 million per year. Huron’s expertise and their partnership with Planetree also ensured we maintained our patient-centered focus without negatively affecting morale or the delivery of care.”

PATRICK A. CHARMEL, PRESIDENT & CEO
GRIFFIN HOSPITAL

APPROACH

Griffin and Planetree’s Patient-Centered Lean® group partnered with Huron Healthcare to rapidly advance productivity and efficiency across the hospital and its revenue cycle. Through in-depth data and process analysis, methodology-driven management tools and management coaching and development, Griffin worked with Huron to improve the hospital’s profit margin and support its mission, while continuing to deliver high quality care.

Improved processes: Huron worked collaboratively with Planetree to engage Griffin’s caregivers in comprehensive process improvement throughout the hospital — from labor and non-salary cost management to the revenue cycle — eliminating gaps, redundancies and rework.

RESULTS

\$6.3M annualized increased revenue through a more efficient revenue cycle

\$6.1M reduction in annualized labor and non-labor costs

Optimized labor management: Implementation of custom-designed shift management tools and a weekly productivity tracker provided enhanced performance analytics and reporting. Huron also trained front-line managers in the short-interval time management methodology for more effective labor resource management and implemented department performance improvement plans where needed.

Established expertise: Huron conducted extensive one-on-one coaching and training of Griffin’s frontline staff, supervisors and managers on new processes, with a focus on labor and the revenue cycle. By entrenching improved methods, approaches and techniques among Griffin’s team, Huron helped ensure that improvements would be sustainable long after the engagement ended.

Enhanced communication: By establishing a team approach to patient care, Huron helped Griffin improve communication and collaboration while enhancing the patient experience. By building in accountability for newly established roles and responsibilities, the project team ensured changes reflected a positive and supportive working atmosphere.

RESULTS AND BENEFITS

- \$4.1 million reduction in annualized labor costs.
- \$2 million reduction in annualized non-labor costs.
- An overall FTE reduction of 60.5 paid FTEs, while honoring management's no layoff pledge.

“The Huron project transformed our revenue cycle. They gave us the competencies and tools to effectively monitor, measure and manage the revenue cycle at all levels, and to continue improving even after they left the hospital. And that's exactly what is happening today” said Mark O'Neill, Vice President of Finance, Griffin Hospital.

Griffin Hospital is a 160-bed acute care community hospital serving more than 100,000 residents of the lower Naugatuck Valley region. Griffin Hospital is the flagship hospital for Planetree, an international leader in patient-centered care.



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