

Trinity Mother Frances Hospitals and Clinics Northeast Texas

Trinity Mother Frances Hospitals and Clinics is a six-hospital system with an integrated 350 physician multi-specialty clinic offering a comprehensive range of primary and specialty services, with more than \$600 million in net patient revenue.

THE CHALLENGE

While Trinity Mother Frances Hospitals and Clinics (TMF) has long used a dyad management model, economic pressures, competition, and the need for investment led leadership to seek even greater hospital-physician alignment in all areas of cost, revenue, and clinical performance.

OUR APPROACH

Huron Healthcare worked with TMF to build trust and credibility across the hospital and clinics. This allowed a system-wide approach to performance improvement.

According to Steven P. Keuer, M.D., president and chief medical officer, TMF, "We challenged ourselves to transform our organization to provide low cost care while maintaining our high quality standards. By teaming with Huron Healthcare, we achieved millions in benefits through collaborative performance improvement, in partnership with our clinical leaders."

A comprehensive relationship: The engagement spanned multiple phases, generating improvements in labor productivity, human resources, non-labor costs, revenue cycle, clinical documentation, clinic operations, and care access for the entire system. The partnership achieved clinical operations improvements related to length of stay, scheduling, care variation management, perioperative services, and inpatient care access. Huron also partnered with TMF to develop a comprehensive five-year strategic plan that addresses provider and payer alignment strategies, as well as programmatic expansion to better serve the healthcare needs of the Northeast Texas market.

Record financial performance: Coalescing all of these areas into a multi-phased performance

improvement engagement drove more than \$61 million in annually recurring benefits.

Positioned for the future: The engagement enabled major strategic investments in IT infrastructure and a capital improvement campaign including a state-of-the-art cardiovascular facility. It also created a truly integrated culture of performance and accountability throughout the hospitals and clinics, creating a strong platform for TMF to meet future challenges.

Top line revenue growth: Building on the success of the integrated performance improvement engagement, TMF began to focus on top line revenue growth. To support that effort, TMF engaged Huron to develop a care access approach that delivers a patient-centric scheduling experience through access improvements, improved resource optimization, and stakeholder engagement. These initiatives generated improvements in several key patient access metrics including a 4.4% increase in scheduled utilization, 13.9% increase in incoming referral conversion rate, and a 15% increase in inpatient surgical case on time starts.



"Huron Healthcare improved our performance by millions, allowing us to make significant technology and capital investments to position us for the future."

Lindsey Bradley, FACHE
President
Trinity Mother Frances
Hospitals and Clinics

RESULTS & BENEFITS

\$61m
in overall annually recurring benefits.



\$4.5m
one-time cash benefit.



4.4%
increase in scheduled utilization.



Titles reflect positions at the time of our engagement.