



## *Capturing Success*

**Project Title: MEDICAL CENTER FOCUSED DEPARTMENTAL REVIEW**

### SUMMARY

IMA Consulting worked with directors and leaders to define departmental labor productivity standards and to identify process redesign recommendations to improve operational efficiencies.

### PROBLEM

A 280-bed health care system, with hospitals in two locations, sought assistance to improve staff productivity, eliminate operational inefficiencies, institute service improvements, and improve financial performance within selected departments. The senior leadership team had identified the eight functional areas selected for review that represented the greatest unfavorable budget variances. These areas lacked accepted productivity standards and suffered service delivery problems, both contributing to their poor financial performance.

### SOLUTION

IMA Consulting focused a multi-disciplinary team selected for their respective functional area expertise. The team utilized detailed data analyses, interviews, and direct observation to surface opportunities and ground recommendations. Engagement of departmental management and the project champion promoted understanding, acceptance, and ownership of the recommendations. Frequent reviews by the team with the president fostered implementation of process redesign ideas as they occurred, thereby accelerating overall organizational improvement.

### RESULTS

This work resulted in 152 recommendations for action, 43 of which had direct financial impact. Specific process improvement recommendations related to personnel utilization and scheduling, workflow, patient scheduling, management organizational structures, inter-departmental coordination, productivity monitoring and control, and information systems. Those recommendations accepted for action generated \$3.8 million. The return on investment to the client exceeded 17:1.

### THE IMA APPROACH

The focused team of subject matter experts expedited discovery, analysis, and recommendation formulation. Engaging the chief executive officer drove the short-cycle review process, and forced decision-making and action. The consultants conducted weekly working sessions with the chief executive officer and executive leadership team, during which they reviewed all emerging recommendations. These sessions led to action on each recommendation as accepted, requiring further study, or rejected. These sessions, during which executive leaders discussed the recommendations from their respective areas, facilitated understanding and acceptance of the recommendations and their implications across the organization, and expedited implementation.