

Capturing Success

Project Title: HOSPITAL PRODUCTIVITY MEASURES REVIEW

SUMMARY

IMA Consulting worked with key senior leaders and department directors to review departmental productivity measures and identified areas in which reduced measures were achievable.

PROBLEM

A successful suburban hospital with increasing volumes and a stable management team identified the need to improve productivity in selected departments. The hospital monitored departmental productivity using measures established more than six years earlier. Many departments used a fixed measure. The senior leadership desired a review of existing measures against nationwide benchmarks. In addition, senior leadership wanted to assure appropriate inclusion of orientation and education hours in nursing departments' measures.

SOLUTION

IMA Consulting focused several senior consultants on a review of the hospital's labor hours and volume statistics. Utilizing the Thompson-Reuters Solucient Action OI™ database, consultants compared hospital departments to comparable counterparts from a group of suburban hospitals with a similar case mix index. Consultants conducted brief working sessions with the department directors to review functions each department performed to eliminate hours devoted to unusual circumstances and to assure comparability. In nursing departments, the consultant developed productivity measures based upon staffing grids and patient volumes, incorporating orientation and education hours into those measures. Each nursing department received a department-specific measure and staffing grid.

RESULTS

This work resulted in recommended revisions to 16 departmental productivity measures. The potential full-time equivalent (FTE) savings calculated to 32 FTEs, if departments achieved their respective productivity measures.

THE IMA APPROACH

The review of this hospital's productivity tool using a sophisticated benchmarking application such as Action OI required a thorough understanding of each department's operating characteristics and the unique elements present in this hospital. The consultants factored into account those functions normally found in each department. This process of normalizing the data provided an improved reliability to suggest an appropriate productivity measure. Consultants then reversed the normalizing effect on the productivity measure so that the hospital could apply the national benchmark in its existent unique environment.