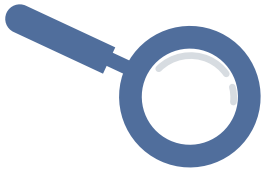


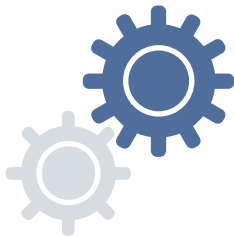
Performance Improvement Assessment | Interim Director Leadership

THE CHALLENGE



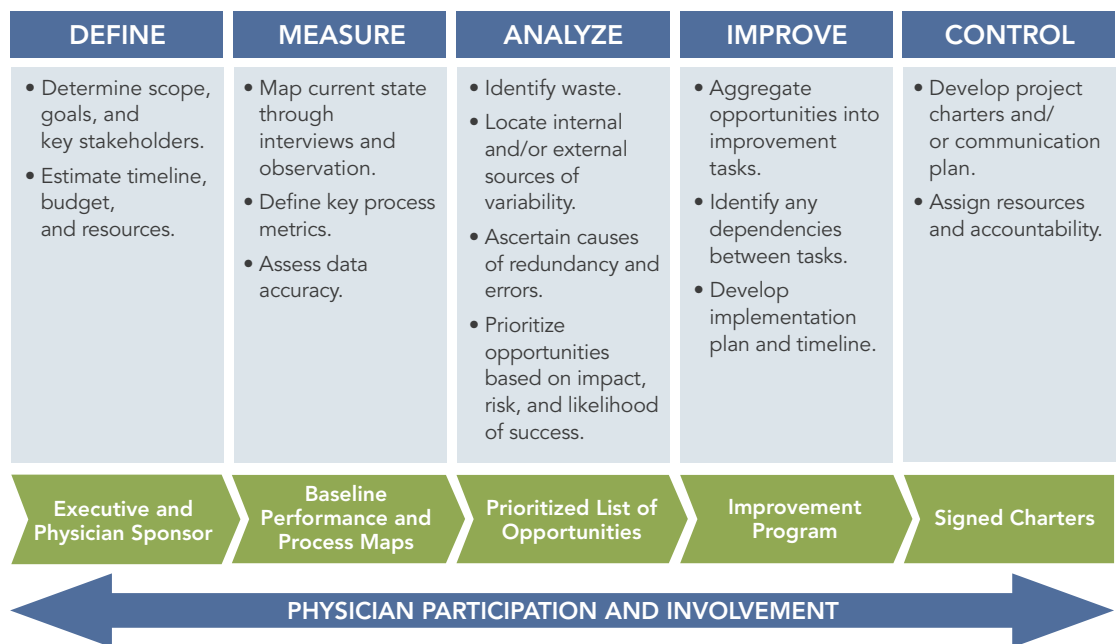
A previously independent 15-physician cardiology practice had struggled to fully integrate into the hospital system-owned physician enterprise it joined over a year and a half ago. With a change of the practice’s leadership, the hospital client desired to identify and address opportunities for operational improvement and engage physicians in strategic tasks that would both enhance the practice and promote its integration into the hospital’s physician enterprise. The guiding principle in addressing all aspects of this challenge was to *focus on the patient*.

THE PROCESS



The health system retained ECG to conduct a comprehensive performance improvement assessment and provide an interim director to implement desired changes in the practice. The interim director:

- Provided day-to-day management within the practice and actively engaged with staff and physicians.
- Reviewed key operational processes and work flows within the practice to identify opportunities to improve patient throughput and capacity using Lean Six Sigma’s Define, Measure, Analyze, Improve, and Control (DMAIC) process.



- Identified areas of underperformance and opportunities for improvement in several areas, including the revenue cycle.
- Evaluated day-to-day operational management tools and techniques.
- Created an action plan of, and timelines to achieve, improvement targets for the selected initiatives and assigned tasks
- Performed a qualitative assessment of cultural factors impacting practice operations.

THE OUTCOMES



With the guiding principle of *focus on the patient* and through our assistance, the practice:

- Completed five rapid improvement events (RIEs) to realize quick results in scheduling patients and enhancing patient satisfaction. Outcomes included time to third available appointment decreasing by 15% and patient satisfaction increasing by 8%.
- Reorganized the management structure to streamline the functional areas and improve the span of control for the supervisory team.
- Decreased the charge entry turnaround time (TAT) by 25% as a result of improving the front-end revenue cycle process.
- Reorganized the facility layout to improve the clinical work flow and promote a team-based philosophy of care. This resulted in the organization being able to increase visit volumes by 10% without having to hire additional staff.
- Developed a practice dashboard template that included the following measures: WRVU production, patient satisfaction, meaningful use, diagnostic test interpretation TAT, dictation TAT, and financial performance compared to budget. As a result, physicians, supervisors, and staff are actively engaged in monitoring and improving key performance indicators on a daily basis.
- Assisted in the recruitment of an experienced long-term practice director.

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