

Accelerero Identifies Savings for World-class Specialty Hospital



Patient optimization and greater perioperative efficiency helps European musculoskeletal hospital to excel

■ AT A GLANCE

- A private musculoskeletal hospital and clinic in Northern Europe
- Over 2,000 annual orthopedic surgeries
- Need to improve their 'value-based' principles

■ ISSUES

- Want to provide better value via high quality care across the care continuum
- Program infrastructure not conducive to continual process improvement
- Further perioperative savings identified

■ RESULTS

Accelerero identifies in excess of €1 million in financial opportunity across the care continuum.

INTRODUCTION

Five years ago, a physician group in Northern Europe created a hospital and clinic specializing in musculoskeletal care. The hospital is equipped with four fully-digital operating theatres, twelve recovery rooms and 25 luxury private inpatient rooms. The clinic has complete preadmission services, a full service imaging center and a physical therapy department on the hospital campus. The physician group and facilities have earned a reputation of providing a high level of patient-centric care.

Currently, the group is pursuing partnerships to provide their branded musculoskeletal clinics inside of existing hospitals throughout the country. Even though the physician group and hospital were well ahead of the rest of the country with regard to effectiveness and efficiency of care, they were looking to continue to improve their practices and provide greater value to their patients.

SOLUTION

Key metrics at the hospital were quite good, with current or near benchmark performance in some cases. The hospital contracted with Accelero Health Partners to identify those areas that, once corrected, offered significant upside potential. This consisted of an in-depth assessment to determine the root causes of sub-benchmark metrics and a plan for improvement. The assessment included an analysis of hospital data, active observation of the processes and care at the clinic and stakeholder interviews. The resulting feedback from staff, surgeons, and business leaders was used to provide the hospital and clinic a 360° perspective of their organization.

Accelero identified three areas for the hospital to focus their efforts: perioperative process, a sustainable program infrastructure and improved postoperative care for patients with more complex needs.

Perioperative Process

Overall, most perioperative processes were at or near benchmark levels, including room turnover time. The biggest opportunity was to improve 'Patient In' to 'Incision' by 10-12 minutes per case by opening the following case in unison with the closing of the current case (FIGURE 1). The hospital was built with adjoining sterile rooms for opening case carts. This would require a change in the circulating process. There is evidence to support that these changes would have no impact on patient safety or outcome. Opportunities were also identified and recommendations made to improve the scheduling process. Adoption of these changes would contribute to each surgeon's ability to schedule one more case per surgical day with an additional €329K in revenue.

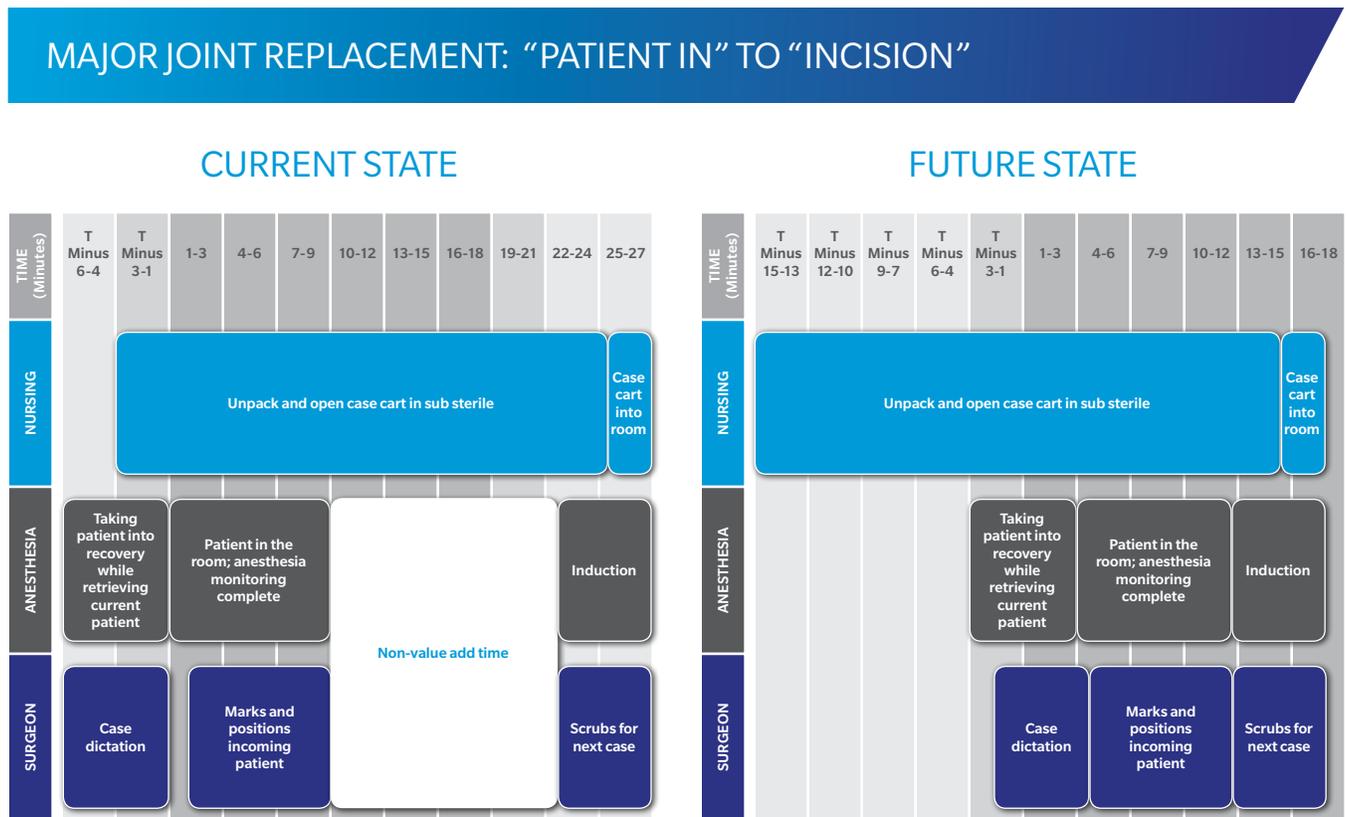


FIGURE 1 | Current perioperative timing v. potential timing.

Program Infrastructure

The hospital had a successful five-year history of growth. However, the defined processes are insufficient to support continued growth and process improvement. Accelero recommended creating a solid infrastructure with defined goals and metrics for long-term sustainability, including:

- Initiate a perioperative infrastructure with distinct teams for preoperative, standard work and patient flow.
- Create a care continuum team constructed of multidisciplinary members. Their work will focus on non-perioperative opportunities of the care continuum such as length of stay, preoperative education, customer service and better coordination of discharge services.
- Establish metrics and goals that are transparent to all with visual management boards and personalized surgeon dashboards with clear markers and trends.
- Implement executive rounding, Gemba walks and team building activities as a frequent standard practice.

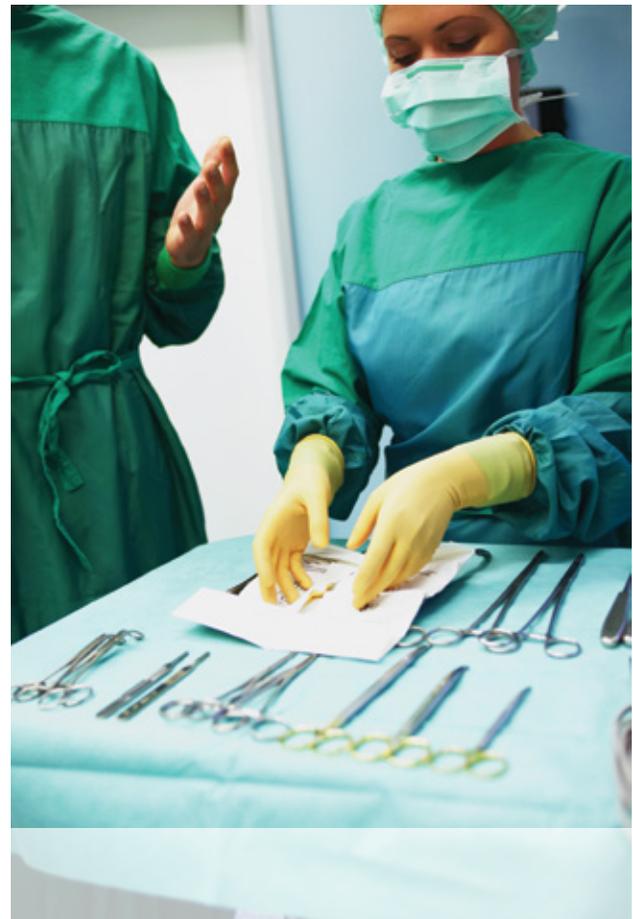
Postoperative Care

While the postoperative care at this hospital was well ahead of the remainder of the country with regard to complication rate and length of stay, there were areas identified to support continued improvement. Recommendations for enhanced preoperative education for complex surgeries (joint replacement, spine surgery) were made to better set patient expectations prior to surgery. When comparing surgeon-to-surgeon results, average length of stay for knee replacement patients varied by as much as one full day. Recommendations were made to improve postoperative care consistency and lower the overall length of stay, providing for a potential savings of nearly €300K. Also, although the majority of surgical patients were discharged to home, the lack of involvement in the discharge process by the post-discharge care providers led to substandard patient satisfaction scores.

SUMMARY

During its evaluation of this specialty musculoskeletal hospital, Accelero was able to identify and report a total of twenty five specific actions and recommendations for the group to improve an already exceptional program. These recommendations encompassed areas inclusive of the entire continuum of care for orthopedic patients. Customer service and strategic positioning were also areas addressed with their own recommendations. Overall, over €1 million of opportunity was identified during the assessment.

The success of the assessment was directly attributed to the active participation by the surgeon leaders, business managers and staff of the hospital and physician practice. Their openness to listen while being heard was the difference and will continue to be the difference in their desire to achieve greater outcomes and world class patient care.





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