

## Client Profile and Requested Services

A hospital was relocating into a new 159 bed hospital and requested an assessment of the Case Management functions as well as an interim director for the department. **HCT Executive Interim Management & Consulting (HCT) provided an experienced interim Director of Case Management** to not only serve as immediate leadership while a search for a permanent leader was in progress, but to also complete the requested departmental assessment.

## Challenges and Solution

The client's challenges included performance metrics that were not satisfactory:

- Length of Stay (LOS) baseline metrics for all payers was 3.12 days with a goal of 2.52 and a Case Mix Index (CMI) of 1.56
- Length of Stay (LOS) baseline metrics for Medicare patients was 4.64 days with a target goal of 4.48, and
- Case Management productivity was at 110%, with a Case Mix Index of 1.27 for all payers while the Medicare Case Mix Index was 1.56.

Under the leadership of the HCT interim Director of Case Management, our unique **Hospital Transformation Intervention™** methodology was employed to conduct the assessment, process redesign and staff training as well as plan implementation and performance measurement. In this case, the use of HCT's interim Director of Case Management helped the organization sustain changes through a longer period of support after the consulting engagement had finished.

## Results

The quantifiable results from completed initiatives provided significantly improvement:

- Length of Stay for Medicare patients decreased from 4.64 days actual with a budgeted LOS of 4.48 days to an actual LOS of 4.26 days with a budgeted LOS of 5.34,
- Length of Stay for all payers decreased from 3.33 to 3.12 days,
- Case Mix Index increased during the same period from 1.56 to 1.76,
- Application of standard admission criteria within 24 hours improved from 75% to 100%, of the time,
- Monthly payment disputes were reduced from \$1.7 M to \$1.2 M,
- Case Management productivity increased from 110% to 129%,
- Closer management of high dollar patient cases was able to prevent \$116.5 M in potential lost revenue, and
- Admissions increased from an average of 40 patients per day for review to 79.43 patients per day.

The HCT interim Director and consultants left training tools and guides to help sustain efforts after upon completion of this engagement. The dashboard developed by HCT was also adopted by the corporate parent of the client. They are now using the dashboard for all of their U.S. sites to measure Case Management outcomes and productivity.