

Client: 262-bed hospital in Texas

Engagement: Interim Director, Quality Services and Case Management

Issues To Be Addressed

B. E. Smith placed an experienced Quality Services/Case Management professional for this progressive, health-system hospital that serves communities in a three-state area.

B. E. Smith Interim Success Strategy Process - Assessments

A thorough assessment included an operational analysis of the hospital's core processes, a review of opportunities for workflow changes and an infusion of new ideas to improve patient and financial outcomes.

B. E. Smith Interim Success Strategy Process - Recommendations

- Move the organization from a primary model of utilization review to one with multidisciplinary case management spanning the patient care delivery continuum
- Reduce number of insurance and governmental payment denials
- Implement evidence-based patient care protocols
- Clarify and define roles for nurses, case managers, social workers and physicians
- Link case management activities to daily nursing unit operations

B. E. Smith Interim Success Strategy Process - Action Plan Results

- Significantly increased hospital reimbursements for services which had previously been denied payment
- Decreased readmission rates for defined patient populations, bridged gaps in continuity of patient care and decreased average length of stays
- Provided 24/7 case management coverage in the Emergency Department
- Implemented non-emergent patient transfer policy which decreased bad-debt expenses

