

Client: Ohio hospital

Engagement: Interim Director of Surgical Services

Issues To Be Addressed

A hospital administrative team called B. E. Smith concerned about a frustrated medical staff that was unhappy with all aspects of the surgery department operations. The physicians were frustrated and began moving their surgeries and patients to local competitors or terminating their practice at this facility. Within three weeks of contacting B. E. Smith, an interim professional with 20 years of surgical leadership experience was placed in the organization.

B. E. Smith Interim Success Strategy Process - Assessments

A thorough assessment of the current Director's abilities and the department's operations was completed within four weeks. The assessment showed that losses (from procedures moved to other facilities) resulted in a volume reduction of 20 percent in two years. At the same time, staffing remained fixed and labor costs steadily climbed. Productivity was extremely poor compared to the budget. The current Surgical Director was unable to define the root cause of the problems or make improvements necessary to stop the deterioration of the department.

During the fifth week, the assessment with recommendations for improvement was presented to the administrative team by the Interim Surgery Director and the B. E. Smith Project Manager. After the presentation, the group prioritized a systematic plan for department improvements.



B. E. Smith Interim Success Strategy Process - Recommendations

- Conduct meetings with all physicians to evaluate concerns
- Redefine job expectations to create more efficiency
- Establish metrics for ongoing monitoring of department performance
- Mentor the current Surgical Director and establish a monitoring process to evaluate the Director's ability to support and implement the recommendations

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

- Elimination of the 100 percent blocked schedule
- Created a process to easily schedule add-on cases
- Lowered costs by eliminating over twenty FTEs while improving processes to manage growth without adding FTEs