

## Client: Florida Hospital • Fish Memorial

### FROM LAGGARD TO LEADER EMERGENCY DEPARTMENT (ED) TURNAROUND

Patient satisfaction scores soar from 20th to 75th percentile, frontline workers innovate, revenues up, costs down, leaders lead, morale soars!

#### Challenges

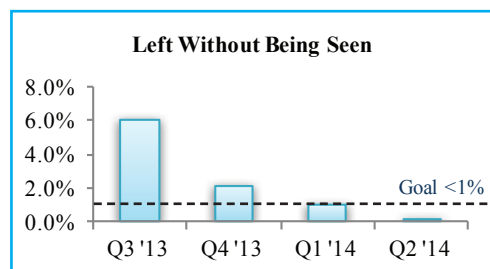
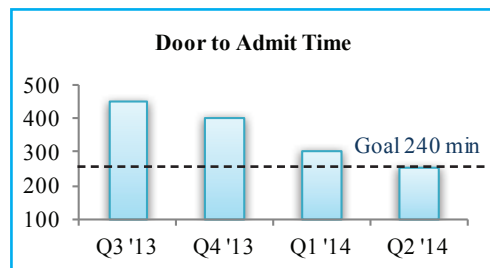
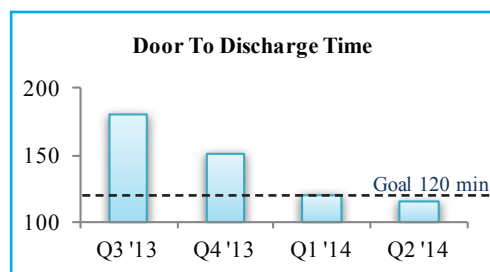
- Door to discharge time > 150 minutes, and door to admit > 400 minutes led to holds in the ED and backlogs in waiting room that resulted in 6% of patients leaving without being seen (LWBS)
- Patient satisfaction scores were below the 20th percentile, causing a significant loss in Medicare reimbursements
- Reduced patient volumes led to staffing cuts throughout the hospital and major conflicts between ED and in-patient units. Employee morale was low

#### Signature Solutions

- Conducted "Leadership Frameworks" workshops for 100 executives and managers
- Created space for candid discussions about issues and challenges
- Defined clear lines of accountability to key metrics
- Key process breakdowns were identified
- Delivered Grass Roots Innovation (GRI™) workshops for 125 staff across ED and In-Patient units, to address key process breakdowns and train frontline with skill-set that enabled them to:
  - Identify major obstacles to patient care
  - Analyze root causes and design innovative solutions
  - Implement solutions and track results and cost/benefits
- GRI™ skill-set was embedded in frontline workers, leading to continuous innovation and improvement

#### Results

- Patient satisfaction scores improved from the 20th to 75th percentile
- ED volumes are the highest ever (140-170 per day), a 15% increase versus prior year
- Door to admit targets were met and ED holds eliminated, with a 15% reduction in ED staff
- LWBS is now < 1%, increasing hospital and doctor revenues by more than \$3M per year
- Frontline workers eliminated \$1M of cost, and improvements are ongoing
- Average in-patient beds grew 30% year-to-year
- Because of the increase of in-patient volumes, FH reopened previously closed units and expanded from 110 to 200 beds
- Staff and leadership are now aligned and employee morale has greatly improved



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