

Leaders-to-Frontline Focus on Safety and Eliminating Waste in Patient Throughput Changes Culture and Contributes \$29+ Million to the Bottom Line



Issue:

Leadership engagement and uptake of system-wide performance transformation efforts was highly inconsistent, leading to lower-than-expected outcomes and variable staff engagement.



Approach:

Needing to unite leaders and staff around a singular critical issue, executive leaders zeroed in on aligning goals, from senior leaders to frontline leaders, and eliminating waste in inpatient throughput: **Common goals** with outcomes and daily metrics
Collaboration across care team members, from patient entry through discharge
Planning, problem solving, and real-time adjustments with a daily engagement system



Results:

By focusing on throughput and patient safety and working toward shared goals to eliminate process waste, improvement across all hospitals has so far yielded a \$29.5 million contribution to the bottom line while improving readmissions and hospital-acquired conditions. Additionally:

- 19,000 additional bed days netted in the first 3 quarters of fiscal year, creating capacity to provide care for more patients
- Senior system leaders through frontline leaders and staff are deeply engaged, making rapid progress toward goals
- Leaders have engaged in daily, weekly, and monthly PDSA cycles to understand current performance and address problems
- The culture of this multi-hospital system is changing, with greater communication of leading and lagging measures supporting goals, staff engagement in daily problem solving, and greater collaboration between care team members to improve care progression and discharge planning
- Level 1 trauma hospital outperforming expectations with 13.7% improvement in average length of stay