

Leaders-to-Frontline Focus on Safety and Patient Flow Changes Culture, Adding \$23 Million to the Health System's 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:

\$23 million -- the financial impact multiple hospitals have collectively contributed to the bottom line of the entire health system, by focusing on improving patient flow and safety and working toward shared goals to eliminate process waste. Improvements continue, as do improving readmissions and hospital-acquired conditions. Additionally:

- 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