

## Performance Improvement • Big!Improvement™

HealthWorks' performance improvement approach, called Big!Improvement™, utilizes the best elements of various performance improvement methods (CQI, Lean, Six Sigma, etc.) to provide a tailored approach for each organization. Big!Improvement integrates the best attributes of proven methods, rather than using any one improvement method that may be in vogue.

### Client Results

- A university hospital and trauma center achieved a \$20 million annual bottom line improvement by redesigning processes for contracting, charge capture, trauma patient designation and throughput. Traumatically-injured patients also benefitted, as earlier identification enabled them to receive sophisticated trauma team services and trauma care coordination as well as better insurance coverage for hospitalizations.
- A freestanding psychiatric hospital experienced a dramatic financial turnaround from annual losses of approximately \$1.5 million to profitable performance. This result was attributed by the CEO to the patient flow improvement initiative that enabled the hospital to handle more volume without increasing space or bed capacity.
- A large medical center achieved a 35% increase in utilization of its operating rooms by improving surgical throughput processes (turnover time, sterile processing and surgery scheduling). Turnaround time between cases decreased from an average of 35 minutes to less than 10 minutes after using a Lean/Six Sigma method that created parallel rather than sequential processing of tasks.

### Consulting Team

- **Michael Heil**, principal (degree in industrial engineering)
- **Rhoda Ryba**, managing director, consulting operations and performance improvement
- **Michael Nelson, MD**, *Lean Six Sigma Black Belt*-certified pediatrician
- **Additional clinical specialists** available as needed

### Menu of Services

- **Collaboratively design a Performance Improvement structure and method**
  - Advise on proven organizational structures, staffing plans and improvement methods to integrate with internal expertise, resources and culture
  - Identify internal talent or the need to recruit key individuals
- **Assess the best opportunities for improvement**
  - Provide external benchmarks for hospital-specific problems and needs
  - Determine improvement metrics and financial opportunities; assess current performance in selected areas
  - Assist in identifying internal leadership talent
- **Facilitate and lead improvement projects**
  - Research best practices
  - Provide skilled facilitation of a 4.5-day rapid redesign workshop
  - Provide daily reports and recommendations to senior management
  - Produce an implementation plan and communication plan; immediately begin implementation
  - Concurrently train internal facilitators to replicate the process
- **Provide implementation management**
  - On-site project management
  - Leadership coaching
  - Post-implementation sustainability audit with recommendations for adjustment
  - Concurrent training of internal project managers to replicate results