

CASE STUDY: WHEN PERFORMANCE IS CRITICAL TO SURVIVAL

The Problem

When a financial crisis occurs, how do you redirect and focus energy and resources to resolve the crisis, while not ignoring other critical operational issues? The entire management team must pull together to address the complex set of problems and, just as important, ensure that everyone is clear on their role in restoring health to the organization.

Memorial Hospital of Savannah experienced just such a challenge several years ago. Mobilizing internal and external resources, the Senior Management team, Board of Directors and functional area managers quickly established strategic and operational priorities that would return the hospital to financial viability without compromising quality, patient satisfaction, physician loyalty or staff retention.

The Challenge

How to get the entire hospital leadership pulling in the same direction? How to monitor progress on this effort? When to know something is not working and needs to change direction?

The Intervention

While creating a plan under these circumstances is difficult, communicating and executing on the plan presents even greater challenges.

Memorial Hospital turned to **onFocus Healthcare** and the **onFocus | epm™** system to move their plan from paper to practice. With the **onFocus | epm™** system, Board members, senior management and line managers alike were clear on their role and responsibilities required in the plan to restore the hospital to health. And, they understood the key performance indicators that would measure the success of their actions. Across the organization, everyone was aware of the daily actions and activities they needed to perform to ensure success.

Key stakeholders at all levels of the hospital enterprise used the **onFocus | epm™** system in the following ways:

- Managers were able to track progress both department and hospital-wide.
- Board members were also able to monitor progress in real time across the institution.
- Teams could re-evaluate their progress quickly and readjust plans to changing circumstances.
- Leaders could assign and manage resources for key projects and business units.

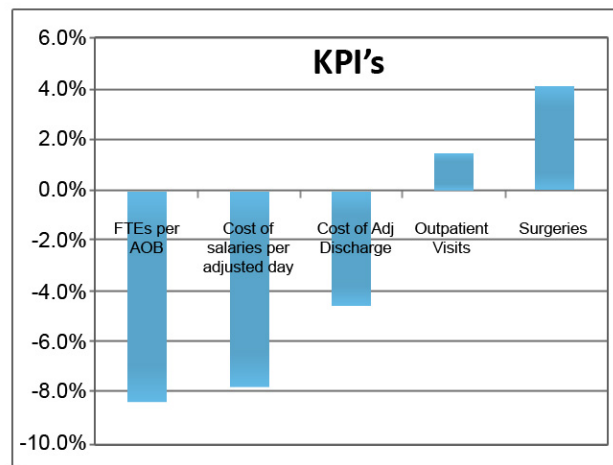
The Results

“Within a few months we had identified the key strategic goals for the organization and developed detailed management action plans,” stated Maggie Gill, COO of Memorial Hospital who provided the executive leadership for this effort. Each action plan was measured by progress on key performance indicators; the management team and the staff alike were acutely aware of the hospital’s priorities, the hospital was well on its way back to health.

The **onFocus | epm™** system facilitated Memorial Hospital’s return to financial health by:

- Providing clear direction on hospital priorities while,
- Ensuring there were adequate resources allocated to achieve the goals.
- Improvements in financial health were quickly realized with no compromise in quality and safety.
- Managers and Board members were fully apprised at all times of the progress being made.
- Efforts that were not working could be identified and quickly changed.
- Communication and teamwork were reinforced and confidence about the future of the organization improved.

Hospital Results



“The **onFocus | epm™** system and the support we received from onFocus Healthcare was a critical ingredient to the success of this effort,” reflected Maggie Gill. “Today we have made, and continue to make, the changes necessary and the organization is very much back on track. We continue to use the **onFocus | epm™** system and have expanded its reach to include the monitoring of new initiatives to increase admissions, while continuing to monitor our costs.”

To find out how **onFocus Healthcare** can assist your hospital’s improvement efforts, contact us at:

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