Operations Focus

St. David’s HealthCare

Presenters:
Megan Cool, Vice President, Performance Improvement
David Thomsen, Vice President, Quality
Supporting the Vision

- Inspired by commitment to excellence
- Operations discipline applied to improvement
- Driven by data to improve
- Overall goal – improve what we do for the patient
Structure and Resources

‣ **Quality**
  - CMOs, CNOs, Quality departments, Infection prevention, Pharmacy, Regulatory, Patient safety

‣ **Performance Improvement**
  - Specialists in emergency departments, operating rooms and operations
  - Labor management
  - Clinical excellence

‣ **Functional Committees**
Key Clinical Care Delivery Processes

- Admission
- Assessment & Treatment
- Discharge

Hospitals, Physician Practices, Surgery Centers

Measurement & Improvement
Coordination & Collaboration
Key Support Processes

- HUMAN RESOURCES
- SUPPLY CHAIN
- FINANCIAL
- IT & S

HOSPITALS, PHYSICIAN PRACTICES, SURGERY CENTERS

ADMISSION ➤ ASSESSMENT & TREATMENT ➤ DISCHARGE

Measurement & Improvement  Coordination & Collaboration
Driving Effectiveness

- Labor Mgmt
- Supply Cost
- Focused PI Projects

- HUMAN RESOURCES
- SUPPLY CHAIN
- FINANCIAL
- IT & S

HOSPITALS, PHYSICIAN PRACTICES, SURGERY CENTERS

- Admission
- Assessment & Treatment
- Discharge

Measurement & Improvement  Coordination & Collaboration

CLINICAL EXCELLENCE
Managing Labor

STRATEGIC PLANNING
- Volume Forecasts
- Historical Data
- Benchmarks
- Staffing Standards
- Tactics
- Action Plan

EVALUATION & IMPROVEMENT
- Productivity & Labor Utilization System
- Scheduling Excellence Dashboard

POSITION CONTROL
- Master Staffing Schedules
- Staffing Grids
- Position Control Guidelines
- Recruitment Plan

OPERATIONS
- Facility Scheduler
- Patient Volumes
- Productivity Goals

EXCEPTIONAL CARE
CUSTOMER LOYALTY
FINANCIAL STRENGTH

STDavid's HealthCare
Malcolm Baldrige National Quality Award
2014 Award Recipient
Managing Labor

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STRATEGIC
Managing Labor

OPERATIONS
Facility Scheduler
Patient Volumes
Productivity Goals

POSITION CONTROL

EVALUATION & IMPROVEMENT
Managing Labor

EVALUATION & IMPROVEMENT
Productivity & Labor Utilization System
Scheduling Excellence Dashboard

STRATEGIC
Supply Cost Management

- Cost controls
- Coordination between supply chain and facilities
- Supply Management Action Teams (SMAT)
- Supply chain directors
- Clinical resource directors
Focused Process Improvement (PI) Initiatives

- Set Targets
- Assess Opportunities
- Implement Projects
- Regular Team Meetings
- Monitoring and Ensuring Execution
- Monthly Reviews
- Implementation of Ideas
Example: Emergency Department Operations PI

- **Strategic challenge: increased competition**
  - Urgent care centers and free-standing EDs
- **Improvement strategy established in strategic plan**
- **New process goals established (e.g., wait times)**
- **Focused on improvement**
  - Processes
  - Measurement
Operations Results

Exceptional Care
Customer Loyalty
Financial Strength
Results: ED Admission Metrics

ARRIVAL TO BED

MINUTES

2008  2014

HCA Goal

ARRIVAL TO GREET

MINUTES

2008  2014

HCA Goal

Source: HCA
Results: ED Length of Stay for Discharged Patients

*Reduced 1 hour of time in the ED for patients*

Source: HCA

![Graph showing reduction in ED length of stay from 2008 to 2014](#)
Results: Employees per Occupied Bed

Source: SDH

SCORE

SDH Budget

2008  2014
Results: Clinical Core Measures

SDH Core Measure Composite Score vs. Competition

Note: Based on composite of 8 core measures (1 HF, 1 AMI, 2 PN, 4 SCIP)
SDMC*: Includes SDGH & HHA
Source: CMS Hospital Compare
Panel Discussion

- **Michelle Hays**
  Chief Financial Officer
  St. David’s Round Rock Medical Center/
  St. David’s Georgetown Hospital

- **David Shimp**
  Chief Operating Officer
  St. David’s Medical Center

- **John Rebok**
  Vice President
  Physician Services