



Deaconess Health System At Risk for Losing \$750K Due to Compliance Challenges

Deaconess Health System struggled with maintaining consistent compliance of 17 CMS core measures. In spite of significant investment in Lean Six-Sigma training and manpower, Deaconess struggled to achieve sustainable improvements in core measures. The Deaconess' senior leadership realized they were at risk of losing \$750K in reimbursements and agreed that a new approach was required. Deaconess had a fully trained performance improvement team. Two years prior to this engagement, they invested significant dollars to have staff members certified in Lean Six-Sigma. This team spent a year focused on various core measures utilizing a traditional approach, applying the DMAIC or Kaizen methods against each measure. In addition, separate teams were created for separate projects. Caldwell Butler & Associates analyzed the situation and deployed its expertise in margin improvement via rapid implementation and testing strategies. Utilizing Rapid Cycle testing, CBA guided the Deaconess teams to engage in performance improvement through the lens of quick, consistent gains. Deploying EXCEerator allowed the teams to have a 360-degree view of the entire performance, while introducing 84 healthcare-oriented engineering concepts to hard wire the gains and support sustainable results.

Deaconess' Needs

- Improve CMS Measure Compliance
- Decrease time to implement changes
- Improve team analysis capabilities
- Stabilize compliance results
- Sustain 100% compliance

Deaconess Turns to CBA for Strong Accountability via the 100-Day Workout

Deaconess' senior leadership wanted an action-oriented accountability structure geared to sustainable progress and strong implementation. They turned to CBA to create the right goals and team structures while implementing the 100-Day Workout. Deaconess set about its goal of reaching 100% compliance on all 17 CMS measures by chartering each team to close 50% of the gap within the 100 days. The 100-Day Workout structure provided an excellent platform for a hospital-wide initiative that promoted interdepartmental collaboration. It also provided the opportunity to identify the real issues and demonstrate the effectiveness of solutions through extensive rapid cycle testing. This allowed the team to test their ideas in an open environment and share results. With the CBA team's help, Deaconess affinityized the 17 CMS measures into four groups, developed action targets and received mentoring in Rapid Cycle Testing to create a culture that values experimentation and increases speed to sustainable results.

Performance Improvement that Works: Strategy Development:

With the support of CBA, Deaconess organized four sub-teams assigned to a CMS group that had similar issues. Each team focused on improving their assigned CMS measures utilizing action targets. Action targets required that every person on every team was responsible for testing and implementing two successful changes per month. The teams began assessing, developing, and implementing changes, resulting in aggressive changes to positively generate sustainable compliance goals.

Implementation of Rapid Cycle Testing: Caldwell Butler & Associates mentored the Deaconess' team on Rapid Cycle Testing, transcending their original beliefs that created solutions based on false assessment of the root cause. The end result was identification of true solutions that improved the CMS measures. CBA also lead the teams through exercises to hard wire the gains.

Methods Applied

- 100-Day Workout Structure
- General introduction to Lean Concepts of:
 - Quality Waste
 - Mistake Proofing
- Rapid Cycle Testing
- Action Targets
- EXCEerator
- 84 Proven Change Concepts

Demonstrated Statistically Significant Results of Deaconess Health System Implementation

Measurable Benefits:

- Full compliance of 16 of the 17 targets achieved after hard wiring changes (1 target delayed due to software changes required)
- 100% compliance maintained across all targets
- Discharge team improved ACEI/ARB at discharge AMI from 90% to 100% and providing discharge instructions by 21%
- Surgery team improved issuing patient beta blockers by 9% and giving preventative antibiotic by 7%
- The Admission time improved smoking cessation by 15%, and checking for flu vaccination by 14%
- Post-Op improved Urinary Catheter removal by 26%, and antibiotic discontinuation by 17%

Intangible Benefits:

- Several processes can be expanded to the entire organization
- Rapid Cycle Testing altered the existing belief system to create a culture of change and improvement



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Caldwell Butler & Associates, LLC

Caldwell Butler & Associates is an innovative firm specializing in strategic deployment of Lean-Six Sigma resulting in cost position improvement, financial turnarounds, and patient throughput optimization. Caldwell Butler & Associates has assisted hundreds of clients increase productivity, maximize patient throughput, and improve patient satisfaction.

Our team is exclusively dedicated to healthcare and brings extensive practical experience in hospital operations to each project. Our knowledge of the healthcare environment allows us to implement effective performance improvement programs tailored to the specific needs of your organization. Caldwell Butler & Associates is the trainer of choice for both the American College of Healthcare Executives and the American Society of Quality. During the past decade, Caldwell Butler has personally trained thousands of senior hospital executives in the effective healthcare application of Lean-Six Sigma.

Unlike traditional consulting firms, Caldwell Butler & Associates believes on-site mentoring and apprenticeship are the most effective methods for achieving sustainable gains in performance. Our on-site programs empower your employees by providing them with the tools to attain new levels of performance. We offer proven techniques and methods for enhancing personal accountability, monitoring progress of initiatives and tracking your ROI on each project. Where most consulting firms are satisfied with finding "identified savings," Caldwell Butler & Associates works along side your team throughout implementation thus providing you with a sustainable process for managing the entire productivity improvement cycle.

Caldwell Butler & Associates apprenticeship and mentoring programs include:

- Effective use of aggressive benchmarking data
- Proven techniques for non-negotiable goal-setting
- Methods of identifying waste and generating cost savings strategies
- Creation of implementable 100-Day Action Plans
- Flawless execution of performance improvement projects
- Creation of internal tracking methods for enhancing personal accountability