

Coshocton County Memorial Hospital

Coshocton, OH

Achievements:

Realized Cost Savings

Achieved over \$2M in productivity and efficiency improvements

FTE/Adjusted Occupied Bed

Reduced from 8.08 to 5.49 in a 9-month time frame (these figures include all system employees)

Paid Hours per Adjusted Discharge

Achieved 97.25 Paid Hours per Adjusted Discharge, down from 108.30

For Further Information
Please Contact



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Client:

Coshocton County Memorial Hospital (CCMH) is a 56-bed, short-term acute care facility located in rural Ohio. The organization serves as one of the region's largest employers and operates as a community hospital dedicated to providing quality, compassionate care.



Problem:

With a significant decline in volumes led by the outmigration of patients requiring specialty services, CCMH needed to take action to correct its weakening financial position and develop a clear vision for the future. Without a significant change in philosophy, leadership, and execution, the hospital was slated to lose a crippling \$4.4M by 2013.

Solution:

The "Road to Success" started through a partnership with MDR's™ Best Practices™ Labor Management & Productivity Partner, to fully engage the hospital, physicians staff, and Board of Trustees by participating in the Snapshot for Organizational Success (SOS) and SHARP Staffing programs with the goal of enhancing the financial performance of the organization.

Snapshot for Organizational Success

In May 2012, MDR's™ Partner began work on the SOS which included an assessment of the organization's current status with regard to existing market position, financial condition, and effectiveness of practices and operational procedures. Information was gathered through extensive interviews conducted with key stakeholders as well as through the evaluation of market share, service line, and historical financial data. The findings and recommended actions presented at the conclusion of the SOS were focused on improving financial performance, boosting employee morale, revitalizing public perception of the hospital, and growing patient volumes. Proposed improvement items were then prioritized and executed immediately for the greatest return on investment.

SHARP Staffing

After the completion of the SOS, the three-phased SHARP Staffing process commenced in June 2012. MDR's™ Partner gained traction on departmental operations during the Benchmarking Phase. Consultants analyzed comparative data, met with CCMH management to discuss the staffing complement and functions of each department, and toured the facility before establishing benchmarks and productivity targets for each relevant area. In Phase Two, implementation strategies were developed along with staffing guides and other daily monitoring tools to aid CCMH in achieving the agreed-upon efficiency goals. Management education and continuous support was provided to ensure program effectiveness. During the Monitoring Phase, distribution of bi-weekly reports began and served as a means of tracking progress, creating accountability, and enforcing position control practices.

Results:

CCMH achieved improved efficiencies and a **savings of over \$2.8M without a reduction in the workforce by the end of the first year.** In addition to other financial achievements, management accountability became consistent across the organization. With a detailed long-term work plan provided by the SOS, CCMH continues to strive for increased productivity and to evolve as a modern employer and healthcare provider.