



HEALTHCARE EXCELLENCE

CASE STUDIES OF LEAN SIX SIGMA SUCCESS.



NOVACES[®]
Advancing Process Improvement.



LEAN SIX SIGMA

> BREAKTHROUGH RESULTS. BETTER OUTCOMES.

NOVACES is the premier implementer of Lean Six Sigma and Continuous Process Improvement (CPI) solutions in the healthcare sector. Our clients' impressive results illustrate how we leverage today's most effective improvement methods to help hospitals achieve high-impact breakthroughs in operational and clinical excellence – while also boosting financial performance.

By blending over two decades of applied research experience with our instructive and collaborative approach to implementation, NOVACES helps healthcare organizations around the world address their most critical problems today while gaining capabilities, tools and resources for tomorrow.

SystemCPISM, our strategic approach to Lean Six Sigma, effectively addresses many of the complex challenges faced by healthcare providers, including issues related to:

- **Administrative Cost Controls**
- **Clinical and Operational Excellence**
- **Billing and Collection Cash Flow**
- **Improving Core Quality Measures**
- **Patient and Visitor Safety**
- **Customer Satisfaction**
- **Patient Throughput and Discharge**
- **Health Information Management**
- **Pharmacy, Laboratory and Technology Workflow**

“Achieve high-impact breakthroughs in operational and clinical excellence – quickly.”

CLIENT SUCCESSSES

The following examples represent just some of the successful projects we've helped to facilitate for healthcare organizations using our proven approach to Lean Six Sigma:

Inpatient Medical Records

Improved closing records within 30 days of discharge from 64% to 86.9%; Joint Commission cites facilities with a closure rate below 60%.

Third Party Collections

Increased ROI by \$43,859; the percent yield of insurance forms in patient records improved by 54% – resulting in more accurate billing.

Medical Claims Processing

Decreased hospital's average medical claims processing times by 344 days, and increased compliance by 99 percent.

Outpatient Coding Quality

Eliminated the use of inaccurate and obsolete CPT, ICD-9, E&M and HCPCS codes on outpatient records recapturing over \$1,500,000 of revenue per year in lost productivity.

Outpatient Procedure Coding

Redefined the process of coding urology procedures to guarantee that all procedures were properly coded for appropriate credit; this generated a one-time savings of \$765,000 and \$180,000 ongoing annually.

Inventory Management

Produced cost avoidance of \$180,000 for high cost immunizations and an annual savings of \$41,980 by reducing data entry cycle time by 60% and optimizing just-in-time supply chain deliveries; developed a more effective process to forecast accurate needs for and utilization of flu serum resulting in a savings of \$1,148,832 and another \$120,042 in process improvements; implemented reverse distribution contracts for immunizations resulting in a savings of \$177,882.

Discarded Medications

Reduced the number of dispensed medications discarded due to expired shelf life from 14% to less than 4%; increased the pickup rate of prescriptions by over 300%.

Occupational Health Compliance

Decreased the number of employees that were not receiving proper occupational health screenings by 500%; workflow improvement and training programs produced annual savings of over \$500,000.

New Employee Registration/Orientation

Reduced orientation timetable from 2 weeks to 3 hours; department productivity was increased by more than 7,600 hours.

Credentialing Process

Reduced the credentialing cycle time for physicians by 30% generating an annualized savings of \$477,000; credentialing time at the same facility for registered nurses was reduced from 38 days to 20 days with a savings of \$312,000.

Patient Transfer/LOS

Reduced discharge cycle time by 44% from acute care and admission to post-acute care; patient satisfaction scores increased by 52%; average length of stay was reduced by 5 days.

Patient Throughput

Decreased patient cycle times through the OB clinic and improved support to physicians enabling the average number of patients per physician to increase from 14 to 17 per day; captured 20% more OB specialty appointments per month, significantly increasing revenues.

Patient Satisfaction

Revised follow-up process for patients with abnormal mammograms producing an annual cost savings of \$37,093, increasing patient satisfaction and improving patient safety.

Critical Laboratory Processing

Reduced Emergency Department STAT labs processing time by 32% from doctor order to review; eliminated 7,300 miles per year of staff foot travel and reduced order to collection time by 32%.

ORYX Indicators

GYN and Orthopedic surgery end times improved by 24.25% resulting in increased number of surgeries performed per day with no increase in staff; required zero use of overtime.

CHF CMS Core Measures

Improved CHF performance from less than 70% to more than 90%; streamlined discharge and documentation processes, eliminated constraints, reduced costs and improved quality of care; patient waiting time reduced by 33 minutes after discharge.

Awaiting Instruction Time

Medical training facility reduced wait time from an average of 17 days to 13 days with an associated average savings of \$736 per student, or an annualized hard savings of \$1.3 million; student and instructor morale increased significantly.

CASE STUDY:

INTERNATIONAL KENT HOSPITAL



"The projects we conducted with Novaces showed how Lean Six Sigma enables us to have visibility into our processes, understand our systems and be more competitive."

Baris T.
Kent Hospital Director

For more information, please contact:
Kevin Farley
National Healthcare Account Executive
732.383.6011 or kfarley@novaces.com

NOVACES provided Kent Hospital's leadership with deployment planning services and trained selected hospital staff to be experts in continuous process improvement. Within just 90 days, the team achieved measurable results producing a return on investment of nearly four times – and counting. Some gains achieved during the first flight of projects included:

- Discharge process was shortened from 134 minutes to 79 minutes
- Ratio of patient files waiting for doctor signature decreased from 26% to 1%
- Percentage of patient records waiting for processing went down from 46% to 12%
- Percentage of document delay was reduced from 19% to 6%
- Missing information in radiology reports decreased from 9% to 1%
- Inpatient billing process handoffs were reduced by 67%
- Annual purchasing costs were reduced by 18%
- Outpatient billing turnaround was reduced 48%

About NOVACES

NOVACES is a leading provider of continuous process improvement (CPI) consulting and training services to the healthcare sector. By leveraging over two decades of applied research experience, we are capable of delivering today's most effective methods for generating breakthroughs in operational capabilities and financial performance. Employing our SystemCPISM methodology, the experts at NOVACES provide an integrated framework to deploy and manage a process improvement program that incorporates Constraints Management tools to achieve faster and better return on investment. For more information about process excellence solutions for healthcare, visit www.novaces.com or call 1.877.577.6888.



CORPORATE HEADQUARTERS: POYDRAS CENTER 650 POYDRAS STREET #2320 NEW ORLEANS, LA 70130
NORTHEAST U.S.: 116 CHESTNUT STREET #303 RED BANK, NJ 07701

1.877.577.6888 www.novaces.com