

INSIGHT DRIVEN HEALTH

CAMDEN CLARK MEDICAL CENTER:

CARE MANAGEMENT TRANSFORMATION GENERATES SAVINGS AND ENHANCES CARE



OVERVIEW

Accenture helped Camden Clark Medical Center, (CCMC), a West Virginia-based non-profit healthcare center implement a process improvement effort to redesign Care Management that shortened patients' average lengths of stay, reduced readmission rates, and streamlined care delivery, while generating millions of dollars in savings.

CLIENT PROFILE

CCMC is a 327-bed not-for-profit community hospital in Parkersburg, WV that serves the mid-Ohio Valley and surrounding region. The facility provides a broad range of services, including behavioral health, emergency and trauma services, general surgery, pediatric care, and full physical therapy and outpatient services. As the community's hospital for more than a century, Camden Clark maintains a leadership role as the region's primary source for advanced health care and wellness programs.

OPPORTUNITY

WVU Medicine, the largest health system in West Virginia, teamed with Accenture on a year-long initiative to improve the operating performance and bottom line of Camden Clark Medical Center, one of its largest hospitals and physician practice organizations. CCMC was experiencing significant financial losses each month due to a variety of factors. These included changing market dynamics and loss of market share, inefficiencies in operations due to the recent acquisition of a local competitor, and inefficiencies in day-to-day operating procedures related to both inpatient care and its outpatient/physician network practices.

They were also facing reimbursement penalties from the Centers for Medicare and Medicaid Services (CMS) for hospitals with too many patient readmissions within 30 days of discharge.

To solve the problem, CCMC and Accenture designed and implemented a performance improvement roadmap targeting six core areas of operations, along with a transformation of the hospital's project management structure. The initiative, called New Horizons, achieved both cost savings and revenue enhancements, focusing on organizational changes, technology and process improvements in revenue cycle, supply chain, clinical process, (emphasizing care management and patient flow), Human Resources (HR), facilities and employed physician practices. These benefits were all realized within less than a year of launching the project.

Like most provider organizations, CCMC is trying to succeed in an uncertain and increasingly challenging healthcare eco-system.

Changes in regulations, new competitors and technology, increased customer service expectations, and the need for strategic and operational agility were putting significant pressure on the organization. At the same time it was facing many internal and external challenges.

The recent acquisition of a local hospital created a sense of urgency to consolidate assets while integrating the two cultures and medical communities. They were also facing high turnover due to competitors recruiting away key staff, and the hospital's physician network was not meeting financial or performance goals. All of these factors led to a directive from leadership to create an aggressive turn-around strategy that included a new performance improvement roadmap. Accenture was engaged to help drive this process.

SOLUTION

In the summer of 2014, Accenture began a Phase 1 work effort, using its performance improvement diagnostic and assessment strategy to determine the highest priorities for change and to support an overall transformation of the Care Management model and approach. The team assessed the current Care Management functions/processes and patient flow, reviewed patient data, conducted interviews, observed staff and attended management meetings to identify inefficiencies that were driving excessive lengths of stay, high readmission rates and other patient care concerns.

Some of the key issues that emerged from this review process included a lack of defined standards for Care Management and inconsistent access to diagnostic tests and other services, which were creating bottlenecks in patient flow and delays in the care delivery process. They also found that the staff wasn't monitoring Length of Stay (LOS) and readmission metrics, which meant they weren't focused on driving improvements in these areas.

Based on this assessment, the Accenture team created a new roadmap and a process improvement plan to create standardized functions/processes to support the new Care Management model with integrated Patient Navigation.

The changes would help to streamline care delivery, eliminate bottlenecks and delays and create a formalized follow-up process for patients post-discharge to ensure they have the support they need to continue their care at home and avoid readmissions. The plan included performance benchmarks for current LOS and 30-day readmission rates, along with clearly defined goals and financial outcomes tied to performance improvements. Accenture projected these potential opportunities would conservatively generate \$4 to \$5 million in savings and benefits in the first year of implementation.

In Phase 2, Accenture and CCMC established joint work teams to address New Horizons' performance options and opportunities unique to each area. Accenture led the Care Management, Clinical Practice and Physician Enterprise work streams and supported the other roadmap initiatives led by CCMC executives. In addition, Accenture supported the entire change process with its proven Program Value Office (PVO) framework, before transitioning PVO activities to the CCMC staff. Operating the PVO was a critical element in the success of the engagement and the change management process for the client as it established the infrastructure and rigor to track and manage project progress and results.

“This is crucial for healthcare providers, given the changes instituted through healthcare reform. This initiative will position CCMC for future success by ensuring that it continues to be able to provide consistent, high-quality care while reducing costs.”

Doug Pedersen, managing director for Accenture Strategy's health provider business.

QUICK WINS KEY TO LONG TERM SUCCESS

A key component of the Phase 2 performance improvement initiative was the “Quick Wins,” which are targeted, easy to implement programs designed to accelerate results. “Quick Wins were important to this project because the client needed fast results,” explains Marj Bogaert, Principal Director on the Accenture team. “They would also help the staff understand the significant impact that even small changes could have on the Care Management process.”

One of the most successful quick wins was the implementation of a daily unit huddle to review anticipated discharge plans, discuss new admissions and review what steps are required for ongoing patients to move to the next stage of care.

Accenture and Camden Clark also implemented regular “Outlier Meetings,” in which staff met to discuss why

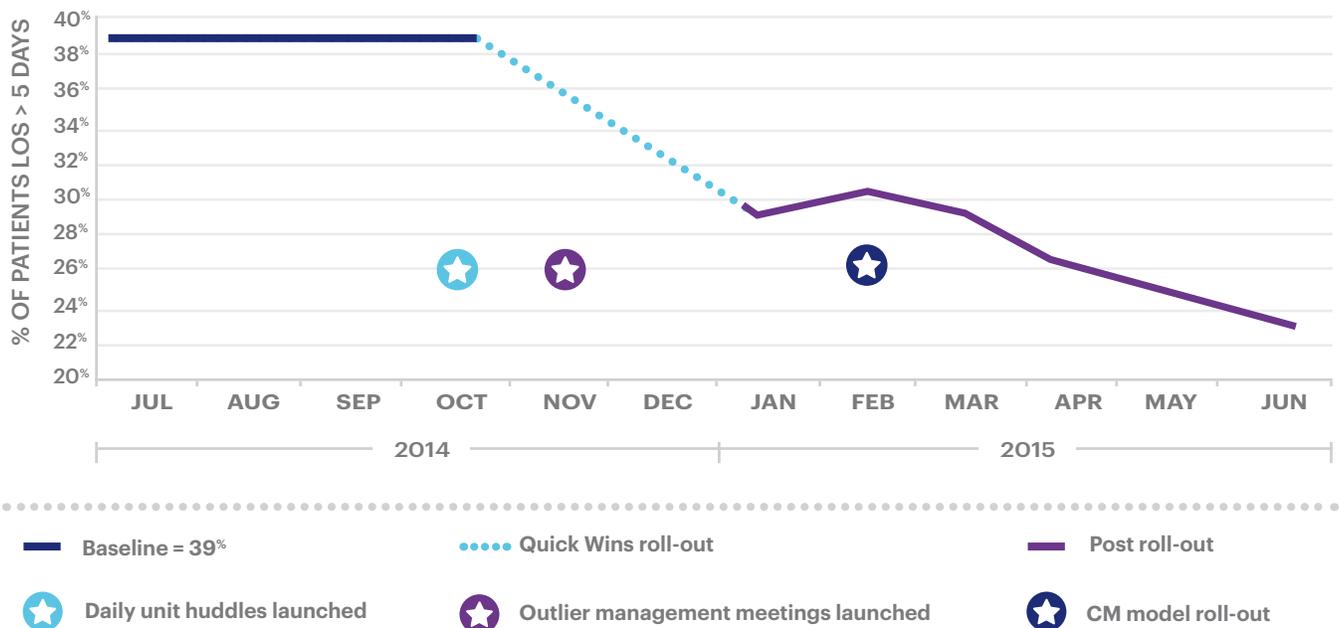
certain patients had longer LOS or readmissions and devised actionable plans to try to avoid such issues for patients of concern in the future.

For example, conducting patient and family care conferences prior to discharge to ensure a plan is in place for the transition of care and utilizing financial resources to facilitate a safe discharge process.

For every quick win, the Accenture team provided a set of standard practices, training and mentoring for staff, and performance metrics and monitoring strategies to measure the impact of the change.

Following roll out of the initial quick win programs, CCMC was able to reduce the percentage of patients staying longer than five days by 36 percent in a 9 month period of time (see Figure 1).

Figure 1. DECREASED PATIENTS WITH LOS > 5 DAYS BY 36%

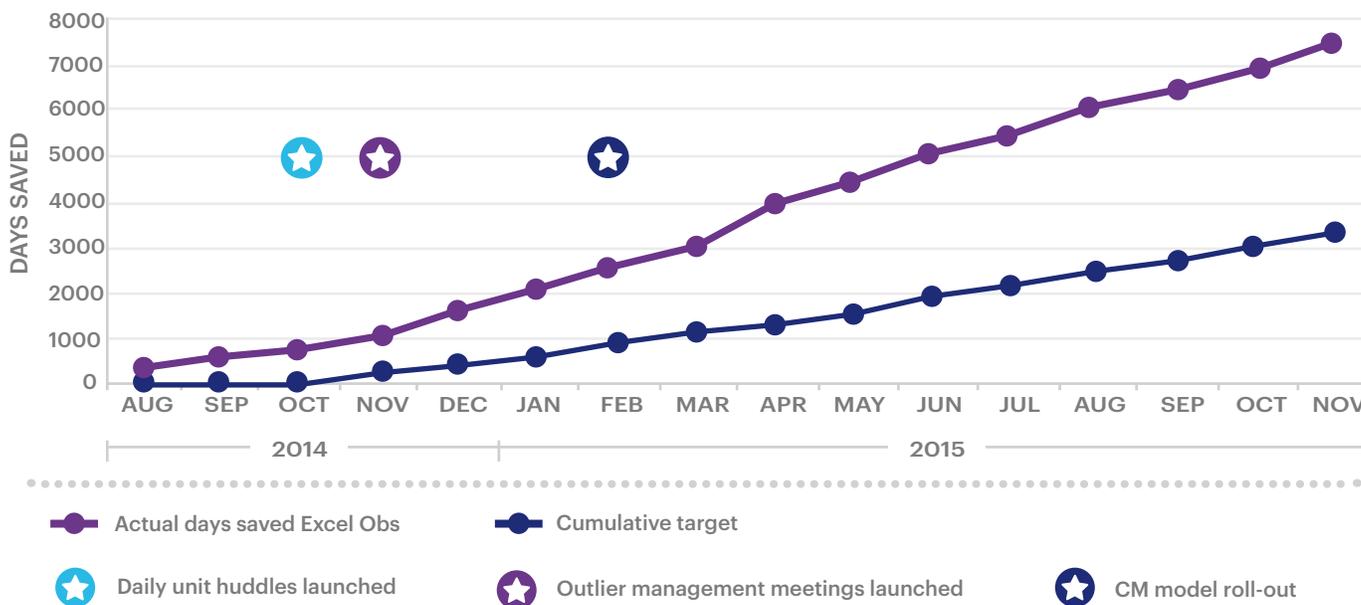


This translated into a cumulative total of 7,373 excess days reduced which created additional capacity of 19 beds and resulted in an annualized total savings of \$4 million (see Figure 2).

Being able to deliver measurable results so quickly proved that the plan was working to leadership and key staff, including physicians, nurses and support teams.

That was vital to the long term success of this change initiative, Bogaert says. "Even the most skeptical staffers were wowed by our results." That drove greater team work, and helped Accenture and the Camden Clark teams work more collaboratively toward program goals.

Figure 2. 7,373 TOTAL DAYS SAVED = \$4 MILLION VALUE



REDUCING READMISSIONS DRIVES ADDITIONAL REVENUE

To further reduce 30-day readmissions, the Accenture team implemented strategies to increase the rate at which discharged patients attend follow-up appointments, which is a key step in preventing set-backs in recovery.

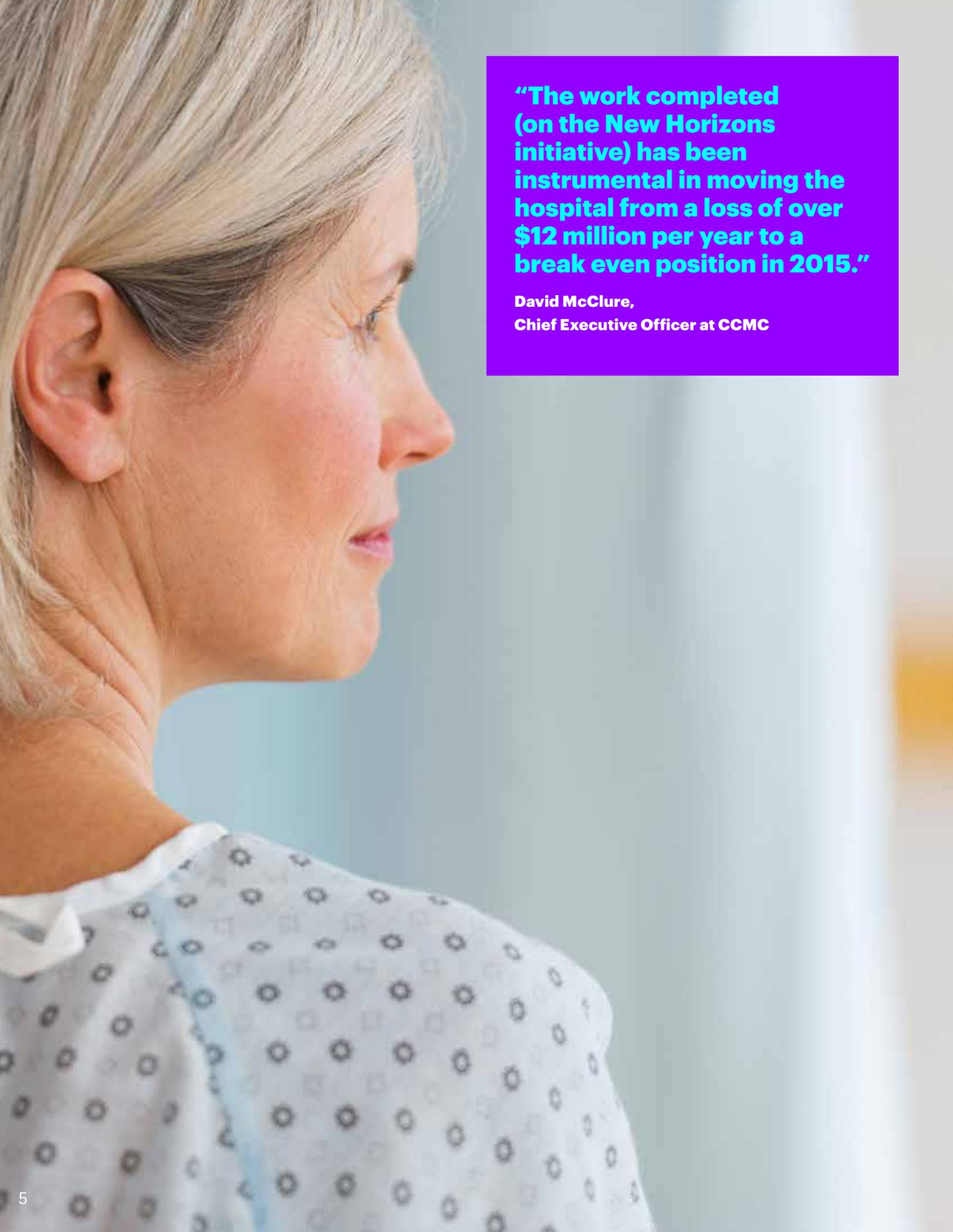
To address this need, the Accenture and Camden Clark team implemented enhanced discharge functions with a focus on formal Transitions of Care (ToC) interventions. To support the ToC, the Patient Navigators would align patients with a Primary Care Provider (PCP) and schedule all ongoing appointments prior to the patient leaving the hospital.

As part of this step, the navigators ensure that the patient has the necessary transportation and support to get to these appointments, and to meet their ongoing care needs once they leave the hospital.

To ensure adoption of this new step, staff were given training and mentoring on how to run the patient meetings, who to communicate with when scheduling these appointments, and how to secure the necessary resources to help patients post-discharge if they have gaps in their support network.

This component of the program was implemented in December of 2014 and by the end of April 2015, CCMC had achieved the following results:

- **13% decrease in readmissions**
- **60% of post discharge appointments were scheduled prior to discharge**
- **93% of patients had primary care physician appointments ordered at discharge**

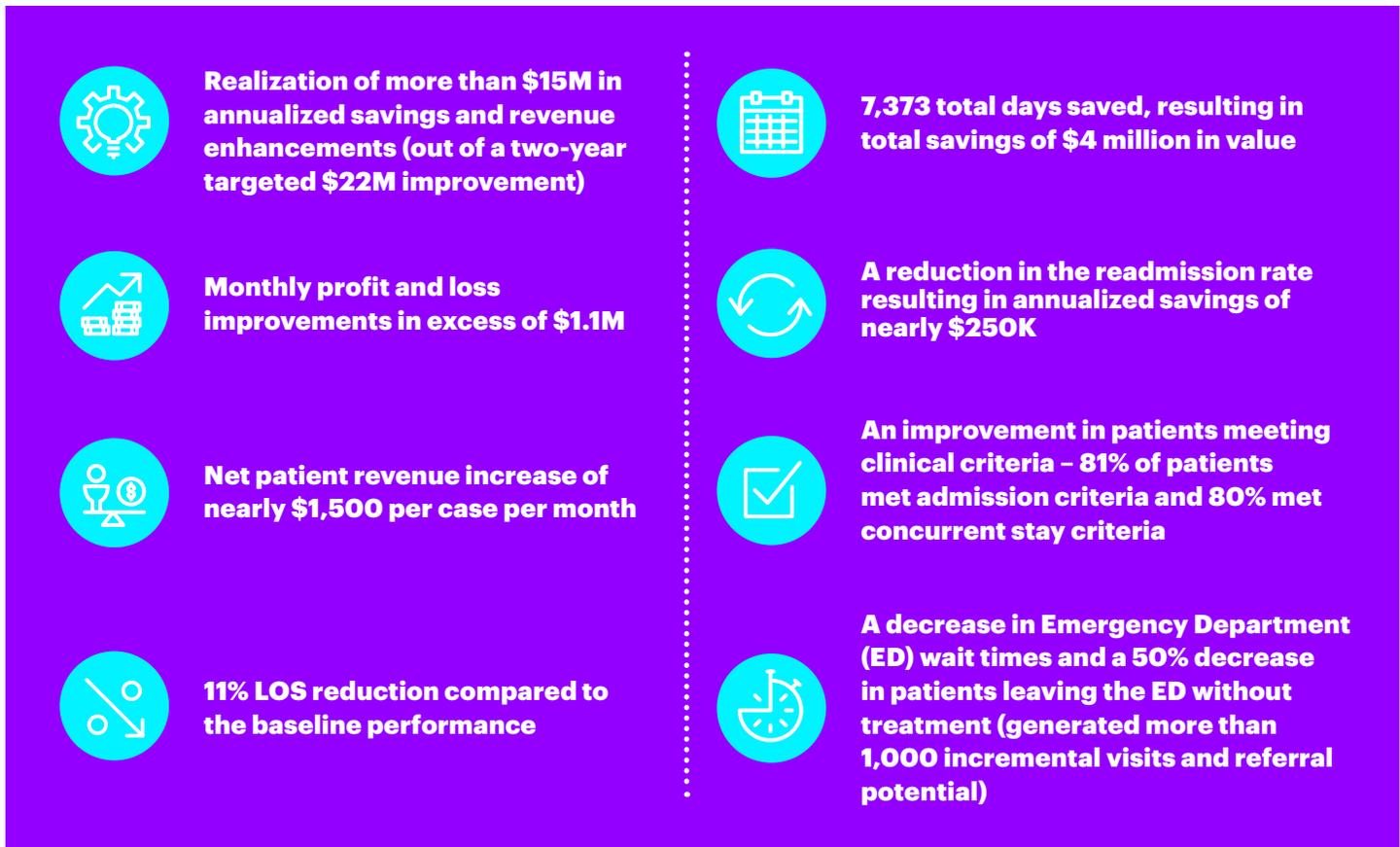


“The work completed (on the New Horizons initiative) has been instrumental in moving the hospital from a loss of over \$12 million per year to a break even position in 2015.”

**David McClure,
Chief Executive Officer at CCMC**

RESULTS

After nine months, CCMC had achieved significant financial and operating improvements. Results from the New Horizons Care Management initiative include:



In addition to these key quantitative results, CCMC also experienced significant cultural changes. Thanks to the efforts of the New Horizons work teams, the organization was re-energized and refocused on performance. The medical community was impressed with what they saw happening at CCMC which led to several key physician practices realigning with the hospital. Community surveys also indicated positive perceptual change by patients and residents in the service area.

The success of this project demonstrates the value of working with a seasoned partner that has

a long history of implementing effective change management efforts in the healthcare environment. Working with Accenture, Camden Clark was able to benefit from best practices honed at healthcare facilities across the country, which allowed them to make almost immediate improvements around vital metrics that directly impacted their bottom line. “The work completed (on the New Horizons initiative) has been instrumental in moving the hospital from a loss of over \$12 million per year to a break even position in 2015,” said David McClure, Chief Executive Officer at CCMC.

“This process improvement structure will enable our leadership to sustain future improvements while continuing to advance the core mission of our health system.”

CCMC is now in the position of owning and leading its ongoing performance improvement efforts and has been able to sustain the results. An internal team has been designated to project manage on-going efforts and CCMC’s work stream leads continue to apply the experiences and methodologies used over the last year to achieve and maintain high performance.

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