



accenture



IMPLEMENTING A STRATEGIC
CARE MANAGEMENT MODEL
**CUTS COSTS FOR A MAJOR
U.S. MEDICAL CENTER**

OVERVIEW

Working closely with leaders of a major U.S. medical center, Accenture redesigned the organization's care management model to strengthen collaboration, boost efficiency and control rising costs.

Financial pressures stemming from commitments to its medical school, along with capital pressures and health-reform initiatives, amplified the need for greater efficiency at a major U.S. medical center. Accenture had a long-standing relationship with the client's executive team, who requested the design and swift implementation of an improved model for care management across the organization's portfolio of facilities.

Accenture worked closely with the client to put in place a new service strategy and operating model for care management, including redesign of key functions, and greater clarity around roles and responsibilities. Along with this win model, Accenture helped organize several "quick win" projects. The committee structure was led by the client, and physicians and other key players were invited to work together to achieve project outcomes.

The quick-win projects yielded cash-flow relief of approximately \$2.1 million in the first six months of the effort, thereby relieving some of the financial pressures on the organization. The value of broadly implementing the new model for care management across facilities is estimated to be much more significant, with financial benefits exceeding \$25 million over two years.



Client Profile

This major, not-for-profit medical center in the western United States operates hospitals, clinics and a highly respected medical school.

Opportunity

While earlier efforts to reduce cost through improved care coordination had fallen short, streamlined care management remained a top strategic priority for the organization. Previously, the client had lacked the right mix of resources to work through an objective redesign across hospitals, clinics and departments. In 2016, the client wanted to implement a superior operating model before opening a new facility. Having helped the client with prior strategic, operational and financial improvement initiatives, Accenture agreed to assist in designing, and beginning to implement, a strategic model for care management.

SOLUTION

A tight 12-month timeline required members of the project team to hit the ground running. The team tailored an array of proprietary assets, starting with a “Vision into Action” tool, to develop a mission statement and strategy for the care management department. Additional assets were used to redesign processes, create compelling communications and establish precise metrics to measure and track progress.

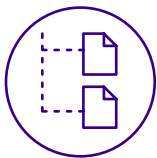
The project team focused on targeted outcomes in five areas: emergency services, trauma care, unit huddles (i.e., daily collaboration among providers on patient-care floors), outliers (i.e., management of people with clinical complications and longer lengths of stay), and denials of coverage for treatment by insurance companies. These five areas were the focus of the redesign work with people, process and technology solutions established for each workstream.

Along with the design of an overarching new model for care management, Accenture organized quick wins for each area, forming teams to run short-term projects that would yield tangible gains. Client managers led the quick-win committees, which invited physicians and other key players to collaborate.

ADDITIONAL PROJECT BENEFITS INCLUDED:



Establishment of a new management structure for the department. Working closely with the client, we were able to redesign the span of control and reporting relationships; support leadership development, recruitment and change; design a new organization chart with defined roles, and temporally fulfill management responsibilities.



Delivered Project Management Office (PMO) work that included the establishment of communications, performance management and tracking tools that allowed the project to move forward effectively and succeed.

To minimize implementation risk and boost the opportunities for success, Accenture emphasized regular communications with the client’s steering committee and additional stakeholders. In transitioning the project to the client’s organization, Accenture identified capable internal leaders, and delivered solutions for ongoing project management and tracking of benefits.

RESULTS

Accenture worked closely with senior leaders at the medical center to put into place a new service strategy for care management, including redesign of key functions, and greater clarity around roles and responsibilities. Key performance indicators are now tracking progress in executive scorecards and management dashboards. Some examples include:

- **The ED and Trauma Care Management Dashboards show, after progress was made in recruiting in key positions, improvement in metrics such as initial clinical reviews completed within 24 hours of admission and appropriate level of care assignments.**
- **The Daily Unit Huddles Dashboard shows increasing success in forecasting the accuracy of hospital stays and documentation of expected discharge dates.**
- **The Outlier Management Dashboard focuses on trends among patients with lengths of stay greater than five days and saw a reduction in “difficult to discharge” cases.**
- **The Clinical Denials Dashboard shows a reduction in denied accounts due to poor clinical documentation and realization of cash-collection benefits ahead of schedule.**

Quick-win projects have yielded cash-flow relief of up to \$2.1 million. Accenture has estimated the value of successfully implementing the new care management model across facilities over two years will exceed \$25 million. A strategic operating model for care management—including improved processes and automated tools—is helping this medical center control the rising costs of healthcare while also delivering high-quality treatment for patients.

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