

*VP of Patient Care Services says, “Frontline presents information in such a clear and understandable format. It allows managers and directors to spend more time solving problems rather than going after the data and translating it.”*

#### FAST FACTS:

##### COMPANY

Medium-sized, world-class hospital provides pediatric and obstetric medical and surgical services.

##### INDUSTRY

Healthcare, Not for Profit

##### CHALLENGES

- Revitalize Cost Management Efforts
- Provide Executives with Timely Financial Information
- Provide Information to Support Frontline Decisions

##### SOLUTION

- Establish Organizational Accountability and Visibility
- Implement and Track Performance Indicators

##### RESULTS

- \$2.7 million savings in nursing labor costs
- 80% improvement on implementation estimates
- 7% Average Reduction in HPPDs

This medium-sized, world-class hospital devoted to the care of babies, children, adolescents and expectant mothers provides pediatric and obstetric medical and surgical services to nearly 80,000 inpatient days annually. The academic medical center benefits from a faculty and staff that is recognized as much for their achievements as for their commitment to care. U.S. News & World Report’s 2006 national survey of pediatricians placed the hospital among top pediatric hospitals nationwide.

##### CHALLENGES

Healthcare providers continue to face growing pressure to both reduce the cost of care delivery and increase the overall quality of care. This pressure was especially evident within the hospital’s acute care nursing units, where the following key issues were in need of action:

##### REVITALIZE COST MANAGEMENT EFFORTS

Nursing departments were having trouble meeting budget requirements, but could not identify specific issues contributing to the problem. At the frontline manager level, there was a lack of understanding of the hospital’s fundamental budgetary metric, Hours per Patient Day (HPPD). This lack of understanding reflected the disconnect between upper management budget goals and the unit level decisions being made on a shift by shift basis. Individuals at the director and VP level did not have access to timely, shift level information that could be used to assess labor performance on a regular, real-time basis. When it came time to negotiate budgets for the new fiscal year, hospital directors found themselves unable to rationalize changes to the budget. This led to situations in which directors were at the mercy of the

finance department in establishing new budgets. In addition, hospital executives did not have access to department specific financial information until months after the end of the pay period.

##### PROVIDE INFORMATION TO SUPPORT FRONTLINE DECISIONS

Most nursing departments within the hospital lacked a proactive approach to the staffing of resources on a shift-by-shift basis. Charge nurses were not equipped with information that captured the true labor requirements of the department, which resulted in the hospital staffing office often making decisions based on the monthly schedule alone. It was clear to VP of Patient Care Services that charge nurses “did not think that they owned the responsibility of managing resources.”

##### SOLUTION

##### ESTABLISH ORGANIZATIONAL ACCOUNTABILITY AND VISIBILITY

Frontline worked within each organizational level to build a sense of accountability. The goal was to instill trust that Frontline was reflecting information in a way that paralleled the real-life operations of the department(s). This included converting the annual budgeted FTEs for each department to budgeted hours for each skill level on each shift, so that frontline managers learned the impacts of their day to day staffing decisions.

The Frontline Software Solution provided visibility and historical context for the entire team, with both real-time snapshots and historical trend data that reflected organizational performance and activity.



# Frontline Software Solutions allows VP of Patient Care Services to “make tremendous use of [her] time.”

## THE FRONTLINE MVP SOLUTION:

### MANAGEMENT

Combining people, process and technology to bridge the gap between planning and execution - creating a framework to track, understand, and manage information in real-time to achieve optimal results.

### VISIBILITY

Dynamic, intuitive dashboards provide visibility and historical context for the entire team, with both real-time snapshots and historical trend data reflecting organizational performance and activity.

### PERFORMANCE

Real-time dashboards provide a window into how organizations or departments are performing, allowing managers to quickly identify potential areas where adjustments need to be made.

## IMPLEMENT AND TRACK PERFORMANCE INDICATORS

The hospital decided that their current acuity system needed to be replaced so, Frontline RNs conducted observational time studies to establish time standards for all acuity, variable, and fixed activities. These standards were then used as a baseline to begin tracking and improving resource productivity.

The Frontline Software Solution created a framework to track, understand, and manage information in real-time to achieve consistent decision making. The gap between planning and execution was bridged by the implementation of a process that is easy to navigate and that fits logically into the daily responsibilities of the frontline managers.

## RESULTS

### EFFORTLESS IMPLEMENTATION

The Frontline implementation was completed in **hours NOT weeks**, in fact it was 80% less time than the estimate put together by the hospital IT group.

### EMPOWERMENT AND ACCOUNTABILITY AT ALL LEVELS

Frontline managers gained a sense of understanding of their budgets. One manager with 20 years of experience “wished that she had this much earlier in her career” and found that the tool makes it “very easy to talk to staff about their responsibilities in terms of managing on a day to day basis so that when you need the help you have it and you are not using help when it is not appropriate.”

Upper management became more productive by having the streaming performance indicators at their

fingertips. The hospital’s VP of Patient Care Services says Frontline has allowed her to “make tremendous use of [her] time”, and cites the ability to prepare for a meeting by opening Frontline and printing pertinent data “with a few easy clicks”. Furthermore, hospital executives are able to proactively address department or group specific issues before they escalate and negatively impact the hospital bottom line.

### VISIBILITY INTO LEVELS OF DETAIL

Communication throughout the organization improved tremendously through the use of Frontline, and charge nurses began to reveal issues that were previously unknown to upper management. For example, it became apparent that units did not generally budget for the time, typically many hours per shift, spent covering breaks or performing variable activities such as “off unit procedures”. Furthermore, shift-specific overtime issues were easily pinpointed in Frontline and addressed in the staffing process.

### IMPROVED PERFORMANCE

Hospital nursing departments experienced a **seven percent average reduction** in HPPDs in the first six months of introducing Frontline productivity tools. Furthermore, the nursing units gained **fifteen percent** staffing efficiency when using Frontline’s optimized suggestions. In addition to the fifteen percent reduction in FTEs, the Frontline suggestions represent the most cost effective skill mix for each shift. Furthermore, third party validation revealed the nursing units experienced a **\$2.7 million savings in nursing labor costs** in the first six months of the 2006 fiscal year.

