



Morton Plant realizes over \$4 Million in ED flow improvement while increasing patient satisfaction 56 percent

Morton Plant Hospital, a 687-bed facility located in Clearwater, Florida, and winner of all categories of the Top 100, as well as, the Florida Quality Award, was facing serious overcrowding in the Emergency Department. The ED was frequently on diversion and an alarming number of patients were “Leaving Without Treatment” (LWOTs). Overcrowding had significantly affected patient satisfaction scores as well as those of employees. Morton Plant’s senior management acknowledged the need to achieve rapid gains in patient throughput and improve patient flow.

Morton Plant’s Needs

- Reduce the number of diversions and LWOTs
- Increase patient throughput and reduce LOS
- Improve patient satisfaction scores
- Increase revenue and decrease operating costs

Morton Plant deploys Lean-Six Sigma and implements Caldwell Butler & Associates’ 100-Day Workout Productivity Series

Morton Plant engaged Caldwell Butler & Associates (CBA) to critically examine the productivity and work flow of its ED. CBA applied its skill in Lean-Six Sigma to assist senior management in isolating potential changes that would yield the most significant improvements in patient care and productivity. Experts elected to employ the DMAIC method (Define-Measure-Analyze-Improve-Control) and the 100-Day Workout Productivity Series to systematically achieve the desired results.

Process Flow and Statistical Analysis: CBA deployed its expertise in Lean-Six Sigma methodologies to identify and quantify potential opportunities for enhancing the performance of the ED. CBA completed a statistically driven 14-day longitudinal study of the ED’s process flow and examined the 7 categories of waste.

Identification of Waste

- Over production
- Correction
- Processing
- Inventory
- Waiting Time
- Motion
- Materials & Information

Change Concepts Identified: CBA used its extensive healthcare experience to assist Morton Plant in transforming the results of the analysis into specific Change Concepts for improving the performance of the ED. The team targeted 4 key areas of focus and with the assistance of CBA, developed a plan for deploying and testing each concept.

Implementation of Rapid Cycle Testing: Once potential improvement opportunities were identified, CBA initiated Rapid Cycle Testing of each Change Concept. In addition, 3 cycles of the 100-Day Workout Productivity Series were launched to improve hospital-wide productivity. Each change concept was analyzed for effectiveness and the estimated ROI was computed and validated by the finance department.

Change Concepts Deployed

- Reduce time for patient to be seen by physician
- Decrease wait times for diagnostic results
- Accelerate the speed of acquiring an inpatient bed
- Reduce fast-track patient treatment times

Demonstrated Results of Mortan Plant Implementation

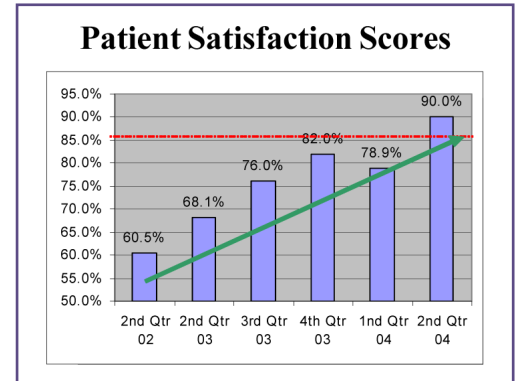
As a direct result of the services provided by Caldwell Butler & Associates, Mortan Plant was able to achieve:

Measurable Benefits:

- A \$4 Million improvement in financial operating performance
- Improved Patient Satisfaction Scores increased from 61% to over 90%
- A 14% reduction in ED length of stay
- An ROI on Caldwell & Associates services of 16:1

Intangible Benefits:

- Staff acceptance of non-negotiable goals
- Organization-wide determination to close operating gaps
- Rapid deployment of proven methods and techniques for improving productivity and performance
- Sustainable processes through on-site mentoring and apprenticing



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Caldwell Butler & Associates, LLC

Caldwell Butler & Associates is an innovative firm specializing in strategic deployment of Lean-Six Sigma resulting in cost position improvement, financial turnarounds, and patient throughput optimization. Caldwell Butler & Associates has assisted hundreds of clients increase productivity, maximize patient throughput, and improve patient satisfaction.

Our team is exclusively dedicated to healthcare and brings extensive practical experience in hospital operations to each project. Our knowledge of the healthcare environment allows us to implement effective performance improvement programs tailored to the specific needs of your organization. Caldwell Butler & Associates is the trainer of choice for both the American College of Healthcare Executives and the American Society of Quality. During the past decade, Caldwell Butler & Associates has personally trained thousands of senior hospital executives in the effective healthcare application of Lean-Six Sigma.

Unlike traditional consulting firms, Caldwell Butler & Associates believes on-site mentoring and apprenticing are the most effective methods for achieving sustainable gains in performance. Our on-site programs empower your employees by providing them with the tools to attain new levels of performance. We offer proven techniques and methods for enhancing personal accountability, monitoring progress of initiatives and tracking your ROI on each project. Where most consulting firms are satisfied with finding "identified savings" Caldwell Butler & Associates works along side your team throughout implementation thus providing you with a sustainable process for managing the entire productivity improvement cycle.

Caldwell Butler & Associates apprenticing and mentoring programs include:

- Effective use of aggressive benchmarking data
- Proven techniques for non-negotiable goal-setting
- Methods of identifying waste and generating cost savings strategies
- Creation of implementable 100 -Day Action Plans
- Flawless execution of performance improvement projects
- Creation of internal tracking methods for enhancing personal accountability