

CIVISTA Medical Center

La Plata, MD

*“Best Practice” Resources
Solving Business Problems in Healthcare*

Client: CIVISTA Medical Center is a 129 bed short term acute care hospital. The hospital is owned and managed by CIVISTA Health System, a regional not-for-profit, integrated health system serving Charles County and the surrounding areas of southern Maryland.



Problem: The senior leadership team at CIVISTA Medical Center had been recently transitioned and a new team was formed. A new building expansion project was well underway and important decisions needed to be made in the face of declining inpatient volumes and emerging competition within the region. At the top of the list, the hospital's significant salary costs that stemmed primarily from the more than 40 full-time equivalents (FTEs) of agency staff the organization had been utilizing on a weekly basis.

Solution: Our Partner's experienced team supported CIVISTA's leadership in providing the external data, planning and support needed to facilitate the department-level changes required to correct inefficiencies. This three-phase process combined data analysis, customized benchmarks, implementation strategies and continued monitoring. Phase One involved the development of meaningful targets for each individual department. This exercise was critical in identifying how CIVISTA ranked among a comparative group of peer hospitals with like services. In Phase Two, our Partner's team worked hand-in-hand with unit managers to develop reasonable work plans for implementing the newly designated staffing targets. In Phase Three, the bi-weekly monitoring system was introduced, which reports performance at both the organizational and departmental levels.

Results: In less than one year, with the support of our partner's team, CIVISTA **decreased the organization's personnel expense as a percent of operating expense by 5.82%**. With new staffing patterns and daily monitoring tools, nursing areas were able to extract 40 full-time equivalents of agency personnel and the organization's **overall FTE per Adjusted Occupied bed decreased by .51 FTE**. CIVISTA followed through with implementation plans and discontinued the use of overtime as a solution for shift coverage. Simultaneously, nursing units were combined in order to improve the quality of care and increase patient satisfaction. Our Partner's team is proud to have been part of the progress CIVISTA has made and continues to work with this dedication healthcare organization in achieving further success.

For Further Information
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