

# South Carolina Healthcare System Achieves Strategic Objectives

Providence Hospitals Improves Strategic Planning, Transparency and Productivity



**PROVIDENCE HOSPITALS**  
*A Ministry of the Sisters of Charity Health System*

With a change in ownership and turnover in the executive suite, Providence Hospitals needed a formal process and an integrated solution to improve the execution of strategic and operational goals.

## MEDEANALYTICS SOLUTION

Performance  
Management

## GOALS

- Automate strategic and operational plans
- Integrate data from multiple, disparate sources
- Assign accountability on critical tasks
- Track progress and receive real-time alerts

## RESULTS

- Decreased average length of stay
- Improved performance on core measures
- Achieved 90th percentile status in HCAHPS and patient satisfaction scores
- Increased OR surgical volumes by 12%

## ABOUT PROVIDENCE HOSPITALS

Founded in 1938 by the Sisters of Charity in Saint Augustine, Providence Hospitals in Columbia, South Carolina is widely known for outstanding clinical quality and compassionate care. Its facilities include:

- Providence Hospital
- Providence Orthopedic Hospital
- Providence Physicians
- SC Heart and Vascular Center
- Moore Center for Orthopedics

*“MedeAnalytics Performance Management is a critical part of our organization's success. We use it to monitor and manage our strategic business initiatives. As a result, we've increased execution by 25%.”*

George Zara  
CEO, Providence Hospitals

## Challenge

Best known as a regional referral center for the prevention, diagnosis and treatment of cardiovascular disease, Providence Hospitals provides a wide range of healthcare services through its four entities.

In 2009, a change in ownership and turnover in the executive suite began to take a toll on the 304-bed not-for-profit organization. Though leaders used a strategic planning process to set goals, no formal process existed to track their progress and ensure they remained focused on accomplishing them in a given year.

“Critical success factors would go on the whiteboard and make it onto meeting agendas, but the execution piece was missing,” recalled Bill McArtor, special assistant to the president at Providence. “Inevitably, goals would get lost in a quagmire of emails and hallway conversations as new issues surfaced and took center stage.”

Making matters worse, leaders and operational managers were not accustomed to holding employees accountable. As a result, execution suffered and important growth and performance improvement opportunities slipped through the cracks.

## Solution

Providence overcame many of these challenges with the help of Performance Management from MedeAnalytics, a solution that supports hospitals and health systems in their quest to become high-performing healthcare organizations. Excellence remains a work in progress that Providence and MedeAnalytics pursue together.

MedeAnalytics Performance Management allows Providence and other hospitals to:

- Automate their strategic and operational plans
- Integrate data from a variety of sources
- Assign critical tasks to employees
- Track progress and provide alerts in real time

Through a web-based communications platform, MedeAnalytics Performance Management puts information about the organization's goals at the fingertips of each leader, manager and user.

## Results

In the nearly two years since Providence began using MedeAnalytics Performance Management, the organization has seen significant improvement across clinical and financial areas. In addition to increasing the completion of strategic and operational goals by more than 25%, Providence uses the tool to support critical business initiatives. These include:

- Decreasing average length of stay from 5.8 to 5.5 days
- Improving core measures performance, scoring 100% on heart attack measures
- Achieving 90th percentile status in HCAHPS and patient satisfaction scores
- Improving HCAHPS performance in targeted areas by more than 60%
- Increasing OR surgical volumes by 12%
- Maintaining the organization's A bond rating
- Implementing computerized physician order entry (CPOE)

The Performance Management solution also helps Providence identify and address operational challenges before they impact financial performance or influence patient and physician satisfaction. For example, Providence recently used the tool to identify scheduling issues that were affecting surgical volumes. Armed with this information, department managers partnered with physicians to develop new processes to improve efficiencies while maintaining high quality care.

Perhaps most significant, however, is the cultural shift Providence has experienced. Today, managers throughout the organization understand the big-picture vision and use MedeAnalytics Performance Management to manage initiatives and track performance on the areas assigned to them.

According to Providence CEO George Zara, the MedeAnalytics Performance Management solution has helped reshape the organization's culture, instilling a sense of discipline and accountability and providing a valuable leadership development tool for managers.

"It's brought a new level of transparency to our organization," said Zara. "Not only does it help people understand and stay focused on the big picture, but it also ensures that we are asking the right questions and setting the right goals."

Employees now share management's high expectations, and productivity has increased significantly as managers have put more focus on critical success factors.

"We've gone from talking about our goals to achieving them," said McArtor. "MedeAnalytics Performance Management is the only tool we've found that helps keep the critical success factors out of the quagmire and the pedals on the bike moving."

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**Bill McArtor**  
Special Assistant to the  
President, Providence Hospitals



For more information about MedeAnalytics Performance Management, please visit [www.medeanalytics.com/performance-management](http://www.medeanalytics.com/performance-management).