

CASE STUDY

Jersey City Medical Center Wins Vision of Performance Excellence Award

Expectations exceeded with MedeAnalytics Enterprise Performance Management

Summary

Jersey City Medical Center maintains a strategic focus to improve patient safety, clinical quality, economic health, and engagement with patients and employees. With these four pillars as their guide, the hospital needed a platform to drive transparency, communication, results, and excellence across the organization. Their achievements were rewarded with the prestigious Vision of Performance Excellence Award (VoPE), a state level Baldrige award.

■ ■ **Jersey City Medical Center**
■ ■ **Barnabas Health**

Goals

- Streamline objectives, strategies, and tactics around four pillars of excellence
- Improve communication and transparency
- Exceed expectations for quality and financial performance
- Drive excellence across the organization
- Eliminate disjointed, disorganized reporting processes

Results

- Won the state level Baldrige Vision of Performance Excellence Award
- Received eight consecutive “A” national safety ratings from the Leapfrog Group
- Rose from near-bankruptcy in 2011 to an operating margin of 7.3% in 2013
- Achieved quality ratings of over 95% in key areas

About Jersey City Medical Center

Part of Barnabas Health, Jersey City Medical Center was founded in 1882 and is located on a 15-acre campus overlooking the New York Harbor and Liberty State Park. The hospital serves as a regional referral and teaching hospital and provides the highest level of care for women and infants, trauma, and cardiac patients. Hudson County’s largest healthcare provider, Jersey City Medical Center serves more than 18,000 admissions and more than 80,000 emergency room visits each year.

Challenge

As the healthcare industry increasingly focuses on patient outcomes and quality, hospitals across the nation are called upon to deliver superior clinical outcomes, a safe environment, and excellent service in an efficient way. This requires a strategic focus on streamlining processes to exceed patient expectations, provide great care, and include patients, physicians, and employees in important decision-making.

Jersey City Medical Center addresses these imperatives with four key pillars of excellence that serve as their guide. These pillars include:

1. Patient safety
2. Clinical quality
3. Engagement of patients, employees, physicians, and community
4. Economic health

Previously, in 2011, Jersey City Medical Center found itself at a critical juncture. Near bankruptcy and with operating margins in the red, the hospital relied on state subsidies to keep its doors open.

In addition, the hospital's operating procedures weren't conducive to driving the enterprise-wide change that was needed to turn the hospital around. Operational plans were managed on paper, in spreadsheets, and in email. As numerous collaborators made changes to their plans, multiple versions were created, paper copies lived on shelves, and plans would need to be sent out again via email. The approach was disjointed, disorganized, confusing, and inefficient.

Solution

Achieving Operational Efficiency and Effectiveness

After seeing a demonstration of MedeAnalytics Enterprise Performance Management, hospital management was impressed with how it aligned with their planning process and made the decision to deploy the solution. After implementation and training, the system was up and running in October 2013, and was used for 2014 strategic planning.

Brenda Hall, senior vice president of patient safety, quality management and regulatory affairs at Jersey City Medical Center, said, "We reviewed similar solutions on the market, and there was no comparison."

Today, the web-based solution provides Jersey City Medical Center a planning platform that drives transparency, communication, awareness, and participation. It helps them measure and track data and holds employees accountable for their part in maintaining the hospital's four pillars of excellence.

Every month, department heads meet with president and CEO Joseph Scott, FACHE, to review their progress toward these pillars. Before each meeting, Scott signs into the MedeAnalytics Enterprise Performance Management system to obtain a dashboard view of the operational plan. If there are items marked red, those responsible will be called on to explain their strategy for rectifying their lagging metrics.

"Because everyone is aware and actively participating in the implementation of our plans, they're more likely to take action if they fall behind. The system drives great accountability."

Wren Lester
Director of Performance
Improvement
Jersey City Medical Center

"It is through our partnership with MedeAnalytics that we are able to accomplish such high levels of excellence."

Joe Scott, FACHE
President and CEO
Jersey City Medical Center

Wren Lester, director of performance improvement, stated, "Because everyone is aware and actively participating in the implementation of our plans, they're more likely to take action if they fall behind. The system drives great accountability across our organization."

Awarded for Excellence

After achieving great success with their four pillars of excellence and tracking that success through MedeAnalytics Enterprise Performance Management, Jersey City Medical Center received the Baldrige Vision of Performance Excellence Award, the highest quality achievement award presented on the state level. Every employee in the organization adheres to the rigorous Malcom Baldrige criteria to achieve organizational excellence.

"Jersey City Medical Center is persistent in our performance improvement efforts and we are not satisfied with just meeting expectations. Our goal is to exceed expectations at every level," said Scott. "It is through our partnership with MedeAnalytics that we are able to accomplish such high levels of excellence."

Also indicative of its success in patient safety and satisfaction, the hospital has received eight consecutive "A" national safety ratings from the Leapfrog Group. "Keeping an eye on the critical measures specific to patient safety helped us achieve these superior outcomes," said Lester. "It's all measured and tracked through MedeAnalytics Enterprise Performance Management."

For example, one of the hospital's measures is hospital-acquired infections. When an infection occurs, nurses and infection control practitioners report on why the infection happened and what action steps they might take to prevent another from happening. The entire process and ongoing monitoring are managed in MedeAnalytics Enterprise Performance Management.

Results

Jersey City Medical Center has achieved great results with MedeAnalytics Enterprise Performance Management. As the Baldrige Award and Leapfrog safety score indicate, the hospital has improved patient safety outcomes in a significant way.

A case in point, Jersey City Medical Center achieved a quality rating of 95.2% for heart attack treatment, far above ratings achieved by six other hospitals in the area. Similarly, the hospital's cardiac care quality rating score is 97.3%, also much higher than scores achieved by other area hospitals.

In support of its goal to become a best-in-class, financially integrated care delivery system, the hospital ensures that labor costs are aligned with volume, Medicare length-of-stay rates are improved, and cost reductions are achieved. Specifically, operating margins have risen from 2.4% in 2011 to 7.3% in 2013.

To improve employee engagement, the hospital uses MedeAnalytics Enterprise Performance Management to track survey results. In 2014, employees gave a combined score of 4.27 (on a scale of one to five) in response to the statement, "I am proud to tell people I work for this organization." By the same token, they gave a score of 4.08 for the statement, "I would recommend this organization to family and friends who need care."

"Our outcomes have improved tremendously since we adopted the solution."

*Wren Lester
Director of Performance
Improvement
Jersey City Medical Center*

Operating Margins Rose

2.4%

in 2011

7.3%

in 2013

Jersey City Medical Center achieved a quality rating of 95.2% for heart attack treatment, far above ratings achieved by six other hospitals in the area.

“We’re able to keep track of our outcomes thanks to MedeAnalytics,” said Lester. “Our outcomes have improved tremendously over the past two-and-a-half years since we adopted the solution.”

Overall, Jersey City Medical Center has achieved great success. “We’re ecstatic,” said Hall. “We initially used MedeAnalytics Enterprise Performance Management just for our strategic plans, but we have now expanded it into patient care areas. It’s a very valuable tool and has really assisted us in not only winning awards, but more importantly, in improving quality care for our patients.

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For more information about MedeAnalytics Performance Management, visit www.medeanalytics.com/solutions/performance-management.