

A CLEAR PICTURE OF PERFORMANCE LEADS TO AWARD-WINNING OUTCOMES AND \$5 MILLION IN PROJECTED GROWTH

Case Study

Performance Improvement

Tallahassee Memorial HealthCare

Rich with data, but without an effective way to communicate its impact on results, Tallahassee Memorial HealthCare looked for a radical new way to report overall performance.



Making the connection between various reports and the impact on the hospital's overall results was difficult. While Tallahassee Memorial has a good system for the collection of various types of data, it lacked a consistent platform to communicate results across the organization and to the board of directors.

To reach the goal of becoming a world-class healthcare system, drastic changes needed to take place in the facility's data reporting to ensure its staff remains focused on using resources to provide the best care possible.

COURSE OF ACTION

Utilizing the robust benchmarking data in the Thomson Reuters **Clinical Performance and Operational Improvement Solutions**, and market intelligence from the **Strategic Planning Solutions**, Tallahassee Memorial was able to develop one comprehensive dashboard that connects the information and makes it accessible to the entire organization.

"While the tools can be used separately, a wise organization uses the power of all them together to make the best judgments," said Cindy Blair, Chief Improvement and Planning Officer, Tallahassee Memorial HealthCare. "We're using clinical, operational, and strategic planning data together to look at organizational improvement as a kind of executive decision support."

The facility developed a comprehensive "Performance Watch" dashboard report showing performance measures color-coded in green, yellow, or red depending on which way they were trending in key outcomes and efficiency measures. With this color-coding, improvement opportunities were easy to identify and highly visible to Tallahassee Memorial leaders and staff.

Sharing this data across the organization opened the lines of communication and forced hospital staff and leaders to address tough questions about what was and wasn't working. Having the results-driven knowledge at hand, they were able to discuss how best to channel valuable, limited resources to the areas that would benefit the most.



TALLAHASSEE MEMORIAL
HEALTHCARE

Location:
Tallahassee, Fla.

Size:
770 beds

Scope and services:
A private, not-for-profit community healthcare system that includes a 770-bed acute care hospital specializing in heart and vascular, cancer, medicine, orthopedics, neurology, women's and children's health, behavioral health, surgery and emergency medicine. It is the eighth-largest hospital in Florida, with a medical staff of 500 physicians representing 50 different specialties.

Solutions:
Strategic Planning Solutions
The Market Planner® Plus
CareDiscovery™
ACTION O-I®



THOMSON REUTERS™

Insights from the dashboard report also called to attention the need for more data, more analysis, and more projections to support Tallahassee Memorial's long-range strategic planning. To fulfill the need for information without a significant additional investment, the facility put Thomson Reuters Strategic Planning Solutions to work.

Decision support staff pulled market-share projections and demographics; direct costs and utilization trends for major service categories; and cost and resource utilization to help set optimal workforce goals. The data helped Tallahassee Memorial identify key insights that would help them understand their growth opportunities, such as which population groups were expected to experience major growth, which inpatient services were adding to the bottom line, and growth estimates for select MS-DRGs and by service line. They were also able to quantify outmigration and regional growth strategies to determine which would have the largest positive impact on admissions and contribution margin.

Data was pulled from every corner of the hospital to calculate and improve on its key measures of success. By tapping the vast Thomson Reuters data resources it was already employing, Tallahassee Memorial turned data reports around quickly, allowing staff to focus on analysis, rather than gathering and validating the data.

RESULTS

With this powerful collection of information and "at-a-glance" display, administrators were able to determine where to focus process changes, improvement initiatives, and planning strategies. In the process, they discovered that improved performance wasn't attainable through a single initiative, but instead through a variety of opportunities across the organization.

The dissemination of better intelligence led to changes that improved clinical and business performance and enabled remarkable improvements hospital-wide. Through the data-driven strategic plan, the organization recaptured, and in some cases, gained market share. It also provided justification to reject service-line expansion requests that were not beneficial investments for the facility.

"During these difficult economic times you cannot put a price tag on developing the right strategies. Thomson Reuters solutions empowered our organizational leaders to plan with confidence."

Mark O'Bryant

CEO

Tallahassee Memorial HealthCare

Using the powerful insights from Thomson Reuters solutions, Tallahassee Memorial was able to:

- Identify potential growth opportunities leading to a \$5 million increase over the next five years
- Decrease mortality rate by 23%
- Improve by 7 percent administering initial antibiotic within six hours of hospital arrival
- Achieve compliance with all 24 acute myocardial infarction (AMI) national quality measures
- Earn recognition as a Thomson Reuters 100 Top Hospitals® Performance Improvement Leader in 2008

Tallahassee Memorial HealthCare was acknowledged for its accomplishments in the pursuit of excellence with a Thomson Reuters 2009 Healthcare Advantage Award. The Healthcare Advantage Award was established in 2005 to honor and recognize customers who have used Thomson Reuters solutions to achieve outstanding success at their organizations.

ABOUT THOMSON REUTERS

Thomson Reuters produces insights, information, benchmarks and analysis that enable organizations to manage costs, improve performance, and enhance the quality of healthcare. Thomson Reuters is the world's leading source of intelligent information for businesses and professionals. We combine industry expertise with innovative technology to deliver critical information to leading decision makers in the financial, legal, tax and accounting, scientific, healthcare and media markets, powered by the world's most trusted news organization. With headquarters in New York and major operations in London and Eagan, Minn., Thomson Reuters employs more than 50,000 people in 93 countries. Thomson Reuters shares are listed on the New York Stock Exchange (NYSE: TRI); Toronto Stock Exchange (TSX: TRI); London Stock Exchange (LSE: TRIL); and Nasdaq (NASDAQ: TRIN).

healthcare.thomsonreuters.com

Thomson Reuters
777 E. Eisenhower Parkway
Ann Arbor, MI 48108 USA
Phone +1 800 366 7526

©2009 Thomson Reuters.
All rights reserved.
PRO-6625 08/09 JB

