

# ACTIONABLE DATA UNCOVERS KEY OPPORTUNITIES TO RECOVER FALLING COMPLIANCE AND BOOST PATIENT SATISFACTION

Case Study

Operational Improvement

Wake Forest University Baptist Medical Center

The emergency department at Wake Forest University Baptist Medical Center experienced a 50-percent increase in patient visits over a five-year period.

With limited ability to accommodate this type of growth in terms of both staff and square footage, this accredited academic teaching facility in Winston-Salem, N.C., was experiencing a sharp decline in other areas — it was no longer meeting national benchmarks for key measures and patient satisfaction scores were unacceptable. In fact, a record 10 percent of patients who entered the Wake Forest emergency department left before ever being seen by a physician.

## COURSE OF ACTION

To address these growing problems and maintain its reputation as a preeminent academic medical center, Wake Forest teamed with Thomson Reuters to leverage the largest database of client-supplied data in the industry. Wake Forest used the **ACTION O-I® Operational Performance Improvement Solution** to help benchmark and identify its key areas of opportunity.

Using ACTION O-I, Wake Forest emergency department managers, physicians, and staff compared their performance with custom compare groups. Armed with accurate, credible data, they used Six Sigma methodologies to re-engineer operational flow to better meet the needs of consumers and improve patient perceptions and outcomes at every touch point, from arrival to discharge.



Key to their efforts:

- The presentation of ACTION O-I data allowed staff and hospital leaders to demonstrate the impact of length of stay on patient satisfaction.
- With approximately half of all inpatient admissions being generated through the emergency department, a good first impression surfaced as the primary influencer of patient perceptions and future business.
- With ready access to the unmatched depth and breadth of Thomson Reuters analytical tools and benchmarking data, Wake Forest could deliver appropriate patient care and secure reimbursement from healthcare payers.

## RESULTS

ACTION O-I provided a reliable framework for change. Data uncovered a need for a shift in culture and operations, and provided an ongoing measure of success that could be easily shared throughout the organization.



**THOMSON REUTERS**  
2009 HEALTHCARE ADVANTAGE AWARD

**WAKE FOREST UNIVERSITY  
BAPTIST MEDICAL CENTER**

**Location:**  
Winston-Salem, N.C.

**Size:**  
1,056 beds

**Scope and services:**  
Wake Forest University Baptist Medical Center (WFUBMC) is an integrated healthcare system that operates 1,056 acute care, rehabilitation, long-term, and psychiatric care beds, outpatient services, and community health and information centers. The Medical Center has 22 subsidiary or affiliate hospitals and operates more than 100 outreach activities throughout the region. It provides a continuum of care that includes primary care centers, outpatient rehabilitation, dialysis centers, and home healthcare.

**Solutions:**  
ACTION O-I®



**THOMSON REUTERS™**

Today, Wake Forest is achieving its goals of improved quality and efficiency:

- Patient walk-out rate is down from 4.96 percent to 2.21 percent
- Length of stay in the emergency department has been reduced from 6.9 hours to 3.3 hours
- Core measure improvements have been achieved in the care of patients being treated for Acute Myocardial Infarction (AMI), pneumonia, and stroke

In a recent benchmarking initiative to identify areas of performance excellence among academic hospitals, the enhanced patient experience at Wake Forest led to its recognition as Best Overall Performer by University Health Systems Consortium for Emergency Department Patient Flow.

Wake Forest University Baptist Medical Center 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.

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*“The only way to keep patient satisfaction up, cost of care down, and patient outcomes top of mind is to harness accurate, actionable data. Thomson Reuters helped us do that.”*  
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**James Bryant, RN, MSN, CEN, CNAA-BC**

Director of Emergency and Transport Services  
Wake Forest University Baptist Medical Center  
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