

# PERFORMANCE IMPROVEMENT



MAIN ENTRANCE  
EMERGENCY

**A proven method to help you achieve financial and productivity gains**

As a hospital or health system operating within an evolving health care landscape, you are likely challenged by questions such as:

- How do I manage my expenses for both labor and non-labor?
- Do my managers have the necessary skills and tools to manage their labor and non-labor expenses during fluctuating volumes and workloads?
- How effective is my hospital/health system at managing patients throughout the care continuum?

Whether it's a financial turnaround, labor productivity improvement, benchmarking, or an operational assessment, the answer is the same. The most effective approach to improving performance is a fully collaborative and transparent process utilizing education methods supported by rigorous data analysis.

Our Performance Improvement team uses a collaborative approach to provide you with a full spectrum of performance improvement consulting services for your hospital or health system. We are 100 percent dedicated to the health care industry and have produced successful outcomes for hospitals and health systems throughout the nation.

Our team will work hand in hand with your leadership group and managers to develop and test hypotheses for improving performance and lowering costs. We will help you achieve lasting, sustainable results with tailored tools, proven methodologies, best practices, and expert project management.

#### Examples of client achievements:

- Successfully implemented financial turnaround for a large hospital in Ohio, resulting in cost savings of over \$16M.
- Successfully implemented financial turnaround for a 150-bed hospital in Southern California. Redesigned labor, non-labor, and revenue cycle processes to achieve over \$15M in cost savings and revenue enhancements.
- Successfully implemented a complete redesign of labor, non-labor, and revenue cycle processes as well as implemented new enhanced payer contracts for the behavioral health program for a 150-bed hospital in Northern California. Total bottom line improvement of over \$11M.
- Successfully implemented a performance improvement initiative for a four-hospital network in Central California, achieving over \$18M in cost savings and revenue enhancements. Also completed a management span of control assessment and redesign of the network's organizational structure.

**FIERCELY FOCUSED >**

**WIPFLI**<sup>LLP</sup>  
CPAs and Consultants

# PERFORMANCE IMPROVEMENT SERVICES AND EXPERTISE

**To produce sustainable results, we may perform a combination of the following services:**

- Complete financial turnaround
- Labor productivity improvement and expense reduction
- Non-labor optimization and expense reduction
  - Medical/surgical
  - Physician preference items
  - Purchased services
  - Food and nutrition
- Focused assessments and redesign of specific departments or processes
  - Clinical laboratory
  - Pharmacy
  - Operating room/catheterization lab/endoscopy
  - Patient throughput
- Comparative benchmarking
- Organization structure redesign and span of control optimization
- Performance improvement tools development and training
- Reimbursement optimization

***We provide a structured, comprehensive approach to hospital operational performance improvement. The work we perform is based on rigorous data analysis and full collaboration with you. We incorporate a teaching model to ensure you maintain the gains that you have achieved.***

## Featured Expertise

Your Performance Improvement team is led by David Kim, partner, and comprised of health care-specific specialists and consultants working in concert to provide coordinated services with significant depth of expertise.

### **David Kim, Partner**

David Kim is a partner in the firm's health care consulting practice. With significant experience in operations and strategy in both the payer and provider settings, he leverages his expertise to help hospitals and health care systems remain competitive and profitable. David brought deep analytical skills and operations consulting experience to play a key role in the development of Wipfli's proprietary Office of Statewide Health Planning and Development (OSHDP) data compilation and benchmarking tool. David also led the development of a proven approach for implementing a performance improvement initiative for clients, using a combination of analytic and hypothesis-based problem-solving frameworks to quickly develop and implement ideas to increase productivity and lower costs.