



IMPLEMENTED RESULTS SCORECARD



◀ IMPLEMENTED RESULTS THROUGH IMPROVEMENTS IN PRODUCT PROCESS SYSTEMS AND BEHAVIORS ▶

NewYork-Presbyterian
The University Hospitals of Columbia and Cornell

NewYork-Presbyterian Hospital First Impression



NEWYORK PRESBYTERIAN HOSPITAL is a leading academic medical center with over 2,300 beds, 680,000 inpatient days and 825,000 outpatient visits annually. The hospital provides state-of-the-art inpatient, ambulatory, and preventative care in all areas of medicine. The hospital was named to the Honor Roll in U.S. News & World Report's annual "America's Best Hospitals" in 2002.

THE CHALLENGE

Executive management requested that Carpedia conduct an analysis of the patient's first impressions of their service experience at the hospital. In particular the Breast Imaging department was analyzed for the effectiveness of the patient service delivery. The analysis identified opportunities to improve both the patient's perception and the cost effectiveness of the service delivery.

THE RESULTS

Carpedia worked with the management team to develop a patient responsive and cost effective service delivery. Some of the specific results achieved included:

- Average patient wait times were reduced 61% through improved scheduling of technologists based on forecasted patient volumes and equipment availability.

- Increased patient volume 25% with development of appointment standards based on patient needs and procedure requirements
- Patient satisfaction scores increased 6%. Developed patient satisfaction survey and utilized results in problem solving process. Developed employee service behavior model and trained all employees.
- Improved patient way finding with comprehensive signage plan throughout the area.

In addition, a management operating system was developed to provide management with the tools to effectively manage the resources to meet the service and financial objectives of the organization. Some of the key changes were to:

- Refine the management system to link corporate objectives to employee behavior and service delivery
- Develop performance planning tools to link service and financial objectives with patient needs
- Implement patient, employee and equipment scheduling based on patient needs and work requirements
- Develop operating results management tools
- Tie the operational management systems to the financial budgets
- Improve feedback from patients

THE TESTIMONIAL

MR. MICHAEL ZACCAGNINO, VICE PRESIDENT, PATIENT SUPPORT & CUSTOMER SERVICE : "I am writing to thank you for your firm's great work over the past 2 years. We have worked together to improve food and nutrition, laundry, environmental, patient escort, food procurement, breast imaging, and endoscopy services. To date these projects have resulted in approximately \$2.6 million in operating improvements. As in the past, I would be happy to act as a reference on your behalf."

Carpedia International is a management firm uniquely focused on helping leading companies implement sustainable improvements in revenue growth, productivity, and asset utilization.

