

A Multifaceted Approach to Savings: Scheduling, Registration, Labor, Non-Labor and Revenue Cycle

After a successful initial engagement, Huron entered into a mentoring partnership with Queen's Medical Center and were able to identify opportunities and implement improvements in scheduling, registration, labor, non-labor and back-end revenue cycle operations. These solutions realized \$25 million in annually recurring savings and more than \$6 million in revenue cycle benefits.

Challenge

Queen's Medical Center (QMC) leadership and board sought to achieve significant savings in the areas of labor, non-labor and back-end revenue cycle operations without negatively impacting quality. QMC leadership recognized an opportunity to build on a previous Huron engagement and to supplement an ongoing internal process improvement project.

“We have to balance our financial responsibilities with the imperative to provide safe, high quality care. Huron helped us achieve significant savings while maintaining our key patient safety indicators”

MARK YAMAKAWA,
EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING
OFFICER, QUEEN'S MEDICAL CENTER

Results

Ranked in the top **5%** of U.S hospitals for safety by Leapfrog Group

\$25M annually recurring savings

\$10.5M in labor benefits

\$8.5M in non-labor benefits

\$6M in revenue cycle benefits

Approach

QMC engaged Huron for a multifaceted project that achieved significant cost savings and improved customer service, while QMC maintained its high marks for safety. Huron established a mentoring relationship with QMC leadership and worked collaboratively with staff, identifying opportunities and implementing improvements in scheduling, registration, labor, non-labor and back-end revenue cycle operations.

A MULTIFACETED APPROACH TO SAVINGS: SCHEDULING, REGISTRATION, LABOR, NON-LABOR AND REVENUE CYCLE

Optimized labor productivity

Huron worked with QMC leadership and staff to establish a more disciplined approach to labor and productivity management. New tools and standardized processes enabled QMC to better react to volume changes and set appropriate staff levels.

Centralized scheduling

Huron facilitated the centralization of scheduling for several of QMC's largest departments, including radiology, women's health and surgery. Huron also developed customized scheduling approaches to accommodate QMC's culture and improve the patient experience.

Improved patient screening

Huron implemented tools and new processes to standardize screening and ensure financial clearance on all scheduled accounts prior to service. Centralized preregistration and insurance verification functions helped to accelerate cash collections.

Managed non-labor expenses

Huron helped QMC renegotiate selected product, service and distributor contracts to achieve significant price reductions and worked in concert with clinical leadership to improve pharmacy care and cost management.

"Huron helped us increase transparency and accountability throughout the organization. We now have clear targets and access to financial data in real time. We support our quality initiatives and continue to achieve our outcomes. The new processes enable us to make better and faster decisions," said Cindy Kamikawa, Chief Nursing Officer, Queen's Medical Center.

Queen's Medical Center is the largest private hospital serving the State of Hawaii and the oldest hospital west of the Mississippi. QMC has more than 500 beds, 3,000 employees and 1,200 physicians on staff.



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