



MANAGEMENT SUCCESS

Hospital Profile: Acute care hospital

Size: Small (24 beds)

Area: Midwestern U.S., part of large non-profit system

Psychiatric Programs: Older Adult

Challenge: Census/Financial Performance/Documentation/
Ligature Risks

WHY DIAMOND WAS ENGAGED

This gero psych facility was struggling with census and financial performance. In addition, the hospital was in the window for an accreditation survey. Leadership wanted to ensure the environment of care, clinical services and documentation exceeded standards. Diamond was engaged to conduct a thorough operations assessment, with particular focus on opportunities to improve referral development, clinical documentation, length of stay and to create a ligature mitigation plan.

SOLUTIONS

- ▲ Reduce deflections of viable referrals to increase the average daily census
- ▲ Analyze market utilization to identify target communities with significant opportunity
- ▲ Implement processes to minimize accreditation threats from unmet conditions of participation
- ▲ Identify and rectify potential compliance concerns
- ▲ Diversify program to include substance use treatment for co-occurring behavioral and substance use disorders
- ▲ Establish a local continuum of care for geropsychiatric patients
- ▲ Establish on-site patient assessment at regional nursing homes and assisted living facilities

DIAMOND'S SUCCESS

- ▲ Increased monthly patient days by 32% in the first six months.
- ▲ Grew EBITDA 37%
- ▲ Achieved accreditation without significant findings, and remains in good standing
- ▲ Completed physical plant renovations to minimize ligature risk in the environment of care
- ▲ Exchanged expensive, non-compliant pharmacy operation with outsourced service
- ▲ Increased ADC from 15-18 within the first initial 6 weeks of program diversification; with 145 additional patient days directly related to the new inpatient service
- ▲ Implemented comprehensive, metric-driven marketing and business development plan