

Dialysis Clinic

Proof of Success



Summary of Results

- **\$500,000** Annualized savings from seven clinics.
- Maintained **highest quality** of patient care.
- Established a **Workforce Modeling Center of Excellence** to support all clinics.
- Delivered **operational accountability** while maintaining operational uniqueness of each clinic.
- **Significant positive cumulative cash return.**
- **5-9% Reduction** in direct patient labor costs.



“We are pleased to be working with EmLogis to help increase our operational efficiencies while maintaining our high quality of care. The success of the program has long reaching impact on our business and our constant dedication to deliver the best for our caregivers and patients.”

- Director of Operations

OVERVIEW

Dialysis Clinics, Inc. (DCI) is one of the largest dialysis providers in the US with headquarters in Nashville, TN. DCI is a nonprofit organization founded by Keith Johnson, MD. DCI has grown through affiliations with major universities and teaching hospitals throughout the United States including: University of Indiana, Medical University of South Carolina, State University of New York at Stonybrook and Syracuse, University of Pittsburgh, University of New Mexico, University of Cincinnati, University of California at Davis, University of Arizona and Tufts University.

Size

204 clinics located in 26 states serving over 13,000 patients.

Detailed Objectives

- Provide a platform for modeling, defining and managing operational efficiencies across all clinics.
- Define and deliver payroll cost savings.
- Maintain an uncompromised level of patient-care excellence.
- Build a foundation of knowledge within DCI on workforce modeling

OPPORTUNITY

DCI, like all dialysis providers, is almost exclusively paid by Medicare, resulting in a capped revenue model. Operational costs and efficiencies are traditionally managed at each clinic with centralized financial and reporting. Many dialysis clinics have a complex labor environment and will benefit from workforce modeling.

An initial project resulted in identifying the following benefits and challenges:

- Significant financial savings delivered in every clinic modeled;
- Visibility into clinical staffing operations at headquarters provided strategic direction in advance of operational expense;
- Change management led by a senior executive became essential to deliver the efficiencies;
- Flexible and dynamic workforce models are required to create unique solutions for each clinic.



INITIAL IMPLEMENTATION

EmLogis' GENERATOR™ and *Workforce Modeling Methodology*™ were utilized to train a group of DCI staff known as Corporate Nurses (CN). This group became a Center of Excellence (COE) for DCI on both the software and *Workforce Modeling*. The CN's worked with each clinic to capture the current workforce model with the clinic manager. With this workforce model as the foundation, the CN's, senior management and the clinic manager defined a plan to capture the financial efficiencies for each clinic. Historical client treatment information, employee information, and limitations on the employee's availability to work plus current labor schedules were utilized as a starting point for the model.

After creating the workforce model, the model was adjusted to reflect various changes including:

- Staggered shift times to more effectively align with patient needs;
- Alternative shift structures;
- Adjusted staff utilization to deliver quality care for a lower cost per treatment.

These adjustments to the workforce model were tested in an iterative analysis process to determine the impact of each prior to refining the final set of changes to meet the stated goals. Clinic managers were trained by the CN group. Staff at each clinic were trained to utilize the Employee Portal through an online Learning Management System.

RESULTS

The EmLogis solution produced the following results:

- Direct patient care labor savings of 5-9%;
- Fully staffed one month production schedules that more correctly aligned with the facility's patient-care needs;
- Corporate presence and visibility into remote operations maintaining both quality of care and cost effectiveness;
- Positive cumulative cash return on both the cost of the software and the associated consulting services.
- \$500,000 annualized savings from seven clinics.

CONCLUSION

The EmLogis Initial Implementation was a significant success for all targeted objectives. DCI is now deploying the EmLogis GENERATOR™ to all 200 clinics.

Workforce Modeling:

The next generation of workforce optimization solutions required by complex business environments (i.e. healthcare). Utilizing a dynamic and holistic labor model comprised of Demand (patient census / acuity) and Supply (caregiver cost, availability, skills, preference) businesses achieve significant benefits including labor cost savings and increased employee satisfaction without compromising quality of care.

Center of Excellence:

A skilled professional trained to build, analyze and manage workforce models to identify and deliver new efficiencies.

GENERATOR™

The ONLY workforce modeling system on the market.

CONTACT US

9800 Richmond | Suite 235
Houston, Texas 77042

Phone: 713-785-0960
Fax: 713-785-0986
www.emlogis.com