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AMS AND HMH SUCCESSFULLY WORKING TOGETHER TO IMPROVE HMH OPERATIONS



Hackensack Meridian Health (HMH), a prestigious, award-winning healthcare network, with healthcare facilities located throughout New Jersey, requested Applied Management Systems, Inc. (AMS) to perform operational analyses and develop labor benchmarks to assist HMH with department assessments and monitoring productivity across the HMH Network. Jennifer Schuster, principal, led this effort for AMS working with Robbie Brown, vice president performance improvement, leading for HMH. Jennifer and Robbie were joined by a team of highly experienced AMS consultants and HMH healthcare leaders all successfully working together on this effort with an overall goal to improve HMH operations. Jennifer's team consisted of 15 AMS consultants and AMS project support staff, and Robbie's team consisted of hundreds of HMH senior leaders, directors, managers, and project staff members. Regarding the AMS effort, Robbie said, "many of the HMH hospitals had used different benchmarking vendors throughout the years. After the assessment, I received lots of positive feedback from managers and other leaders about the AMS engagement. The AMS consultants did an excellent job of educating and explaining the process and answering all questions/concerns of the frontline managers. I think this made a significant impact and ultimately contributed to the success of the project."

The initial phase of the project consisted of AMS completing operational analyses and developing labor benchmarks and productivity standards for every department within 14 of the HMH hospitals. The participating HMH hospitals included:

- Three large Academic Medical Centers:
 - **Hackensack University Medical Center**
 - **Jersey Shore Medical Center**
 - **JFK Medical Center**
- Two Children's Hospitals:
 - **Joseph M. Sanzari Children's Hospital**
 - **K. Hovnanian Children's Hospital**

- Nine Community Hospitals:
 - Bayshore Medical Center
 - Mountainside Medical Center
 - Ocean Medical Center
 - Palisades Medical Center
 - Pascack Valley Medical Center
 - Raritan Bay Medical Center Old Bridge
 - Raritan Bay Medical Center Perth Amboy
 - Riverview Medical Center
 - Southern Ocean Medical Center

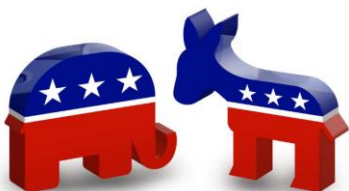
Following the initial phase of the project, AMS then assisted HMH by assessing and developing benchmark-based productivity standards for the HMH Corporate Services departments.

The AMS benchmarking process compares current staffing levels to optimal levels and involves a detailed review of workload indicators and required labor resources for all cost centers. As a result of our joint efforts, over 1,300 HMH cost centers consisting of over 21,600 FTEs have been evaluated and department-specific standards developed. To continue making progress toward their goals, HMH is now in the process of entering all of the AMS HMH-specific benchmark standards into their ongoing productivity monitoring system.

AMS continues to work with HMH providing operations consulting assistance upon request and is continuing to provide education to the HMH leaders and to assist with further developing and identifying opportunities for operations improvements. This has proven to be a mutually successful partnership and AMS looks forward to continuing to work with HMH.

The project work plan focused on the detailed elements of working in close partnership with the HMH senior leadership team, directors, and cost center managers to effectuate the development of accurate work function benchmarks. Jennifer reports “project timelines were developed and followed carefully. Milestones were set and achieved. In the competitive world of health care, managing resources, with the most current AMS benchmarks, is critical and effective.” For more information, please contact Jennifer Schuster at JSchuster@aboutams.com.

2020 TOP TEN TRENDS PREDICTIONS-STATUS CHECK



Over three years ago we published our healthcare management predictions for the future. Number 9 of the AMS 2020 Top Trends was *Healthcare becomes a larger part of the political debate; expect an even longer Presidential election cycle in 2020*. With a new initiative by the White House last week to go to court to repeal the Affordable Care Act, and 20 leading Democrats already announcing a run for President, it appears AMS got this one right.